

January 14 1993

Strike



Iraq

No retreat and no advance

Page 11



Mitterrand

Beginning of the end

Page 2

Braer aftermath

The legacy of pollution

Page 6

Tomorrow's Weekend FT

Russian arts perform a dance of death

Page 6



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FT NEWSPAPER
OF THE YEAR

Europe's Business Newspaper

FINANCIAL TIMES

FRIDAY JANUARY 15 1993

Aircraft carrier to protect British troops in Bosnia

The UK government is to send the aircraft carrier Ark Royal, two frigates and three support ships to protect - and if necessary evacuate - British soldiers in Bosnia-Hercegovina. Defence secretary Malcolm Rifkind emphasised that Britain's role of escorting aid supplies would not change. Troops would not intervene in fighting between rival factions in former Yugoslavia. Page 12

Miller takes Molson stake Miller Brewing, beer arm of US food and tobacco group Philip Morris, is buying a 20 per cent stake in Canada's biggest brewer, Molson Breweries. Page 13

Ferry's third capsizes kills 51 A Polish ferry plying between Poland and Denmark capsized during a storm in the Baltic Sea. Up to 51 people are believed to have drowned. The ship, built in 1977, had capsized twice before. Page 2

Honecker arrives in Santiago

Former East German leader Erich Honecker (left) arrived at Santiago, the Chilean capital, to be reunited with his wife. The 80-year-old, who has liver cancer, showed his bag of medicines on his flight from Germany, where his manslaughter trial was abandoned because of his health.

Press restrictions The UK government, reacting to Sir David Calcutt's report into press regulation, is to make electronic bugging and trespass criminal offences and promises serious consideration of a civil remedy against undue intrusion into privacy. Page 6

Strike at Cathay Pacific Cabin crew at Hong Kong international carrier Cathay Pacific went on strike over staffing levels, halting almost half the airline's flights. Page 3

Tabacalera to sell Royal Bradas Spanish state-controlled tobacco company Tabacalera is negotiating the sale of Royal Bradas, its food and agribusiness division, to US multinational RJR Nabisco. Page 13; Lex, Page 12

Sharp rise in bank's profits Bank of New York, a conservatively managed commercial bank, reported net annual profits of \$365m, up from \$122m because of stronger fee income and lower bad debt provisions. Page 15

Algeria referendum Algeria is to hold a referendum on a new constitution which acting head of state Ali Kafi hopes will end 12 years of fighting between security forces and radical Islamic groups. Page 3

Digital cuts losses San Francisco-based computer manufacturer Digital Equipment reported second-quarter losses of \$73.9m, compared with \$165.2m in the second quarter of fiscal 1992, as the company cut costs. Page 15

Rhône-Poulenc cuts estimates French state-owned chemicals group Rhône-Poulenc, scheduled for partial privatisation within two weeks, cut its operating profits estimate of 20 per cent to between 5 and 10 per cent. Page 14; Lex, Page 12

Kurdish guerrillas bombards Turkish aircraft bombed a mountain camp of the outlawed Kurdish Workers party in eastern Turkey, killing at least 35 guerrillas.

J.P. Morgan's trading income drops New York banking group J.P. Morgan suffered a decline in trading revenues in the fourth quarter but produced a 21 per cent rise in full-year net profit to \$1.382bn. Page 13

Jobless rate declines Australia's unemployment rate fell by 0.1 points to 11.3 per cent in December. Page 3

Bock to hold biggest Lonrho stake Lonrho's rights issue, which closes today, is expected to fail, enabling German financier Dieter Bock, who is underwriting half the new shares, to become the group's biggest shareholder. Page 13

UK car output up UK car production rose 4.4 per cent to 1,291,231 units last year, helped by a substantial increase in output by Japanese carmaker Nissan and by Vauxhall, UK subsidiary of General Motors of the US. Page 6

Snapped up A Nikon camera made in 1980, one of only 195 of its kind, fetched £26,600 (\$43,500) at Christie's in London - a British record for a Nikon.

STOCK MARKET INDICES

	EUROPE	STERLING
FTSE 100:	2,752.2	(+13.9)
Yield:	4.4%	
FTSE Smallcap 100:	1,078.83	(13.91)
FT-4 All-Shares:	1,357.58	(+0.5%)
Nikkei:	10,515.60	(-2.31)
New York: Juncture:	2,277.00	(+0.75%)
Dow Jones Ind Ave:	3,258.81	(-0.75%)
S&P Composite:	433.8	(+0.57%)
US LUNCHTIME RATES		
Federal Funds:	2.15%	
3-mo Tres Bills: Yld:	3.03%	
Long Bond:	10.22%	
Yield:	7.40%	
LONDON MONEY		
3-mo Interbank:	7%	(7.1%)
Life long gilt future ... Mar 93 (Mar 93):	10.83%	(10.82%)
NORTH SEA OIL (Argus)		
Brent 15-day March ... 3 17.32		
Gold		
New York Comex Jan:	\$327.3	(327.5)
London:	\$327.55	(327.45)

Austria	Greece	Iceland	Lux	Latvia	Oman	Qatar	Qatar
DM1,250	Hungary	Fl125	Malta	Lm100	Qat1	Qat1	Qat1
Bahrain	DM1,250	Iceland	Kr180	Morocco	MD12	Singapore	SD10
Bulgaria	Lev1,250	Iceland	Kr180	Morocco	MD12	Singapore	SD10
Cyprus	Dr1,250	Iceland	Kr180	Morocco	MD12	Singapore	SD10
Croatia	Dr1,250	Indonesia	Pp1,200	Nigeria	Mak120	Sweden	Sk120
Denmark	DK15	Italy	L2700	Norway	Nkr1,00	Switzerland	Fr120
Egypt	ED1,50	Jordan	JD1,50	Pakistan	Rsd1,00	Syria	Bhd100
Finland	Fl1,250	Korea	Won 2,800	Philippines	Pes1,00	Tunisia	Din1,250
France	FF1,50	Kuwait	Fls1,200	Poland	Zl1,200	Turkey	Lbp100
Germany	DM1,30	Lebanon	Usd1,25	Portugal	Ec125	UAE	Dir1,100

■ Schlüter misinformed parliament ■ Crisis over his replacement

Denmark's PM quits over Tamil refugees scandal

By Hillary Barnes and Lions Barber in Copenhagen and Andrew Hill in Brussels

DENMARK, current holder of the European Community presidency, was thrown into political crisis yesterday when Mr Poul Schlüter, prime minister since 1982, announced his resignation after a judicial inquiry savagely criticised him for misinforming parliament.

Mr Schlüter, 63, the leader of the Conservative party, gave the Folkepartiet, Denmark's parliament, misleading and incorrect information in 1989 on a scandal surrounding the government's attitude to Tamil refugees from Sri Lanka, and he must have known this, said the report released yesterday.

Mr Schlüter nominated Mr Henning Dyremose, finance minister in the minority Conservative-Liberal coalition government, to succeed him. But it was increasingly doubtful last night that Mr Dyremose could win majority support.

Mr Poul Nyrup Rasmussen, leader of the opposition Social Democratic party, called for the establishment of a broad coalition. Negotiations between party leaders for a new government were also demanded by the Radical Liberals and the Centre Democrats, two small parties which have hitherto supported Mr Schlüter's government.

Constitutional experts said a general election was unlikely, and could be called only once a new prime minister is installed.

The next election is not due until the end of 1994.

The upheaval could complicate plans for a second referendum on the Maastricht Treaty on European union, although Danish officials insisted yesterday that a switch of government would not

have a dramatic effect on the smooth running of the Danish presidency of the EC, which ends in June. Most refused to commit themselves until it was clear how the government crisis would be resolved.

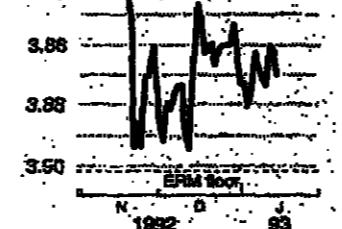
A spokesman for Mr Hans van den Broek, the EC's new commissioner for external relations, would say only that "it's not clear yet what the implications are."

An Irish diplomat said it would be difficult for someone to step into the Mr Schlüter's shoes in the EC presidency, given the personalised nature of the job. "Obviously for someone to change in midstream isn't desirable, because you are losing the preparation that the original people have done in the run-up to the presidency," he said.

In Brussels, diplomats and Commission officials said they believed Mr Schlüter's resignation

■ Something rotten in the government of Denmark

against the D-Mark (DK per DM)



Source: Danskbank

Continued on Page 12

harm prospects for Maastricht since seven of the eight parliamentary parties support the treaty after the special deal on opt-outs agreed at the Edinburgh summit last month. Last June, Danish voters narrowly voted in a referendum.

After opening in London at DK3.8615 to the D-Mark, the krone weakened in the European morning to about DK3.8750 as the contents of the Tamilegate report filtered out. After the



Poul Schlüter: his resignation is unlikely to cause a general election. The next election is not due until the end of 1994

in the US economy. Energy and automation interests had won more orders, but it was too soon to say if the trend was sustainable. Telecommunications markets had not yet improved.

Osram, Siemens' lamp producing unit, has signed an agreement to buy Sylvania of the US for an undisclosed sum. The merger has been approved by US anti-trust authorities.

US says Iraq raids destroyed only half targets

By George Graham in Washington and Roger Matthews in London

THE US claimed yesterday that its raid on Iraq had succeeded, although it acknowledged that only half its targets were destroyed.

At the same time the incoming Clinton administration warned President Saddam Hussein not to expect any softening of US policy.

Mr Brent Scowcroft, national security adviser, said preliminary assessments showed that the US and allied air strikes on Wednesday had knocked out about half of the eight anti-aircraft missile and radar sites in Iraq's southern no-fly zone.

President George Bush told reporters at the White House: "Let's just hope that Saddam Hussein got the message. What our pilots did certainly sent that message loud and clear."

President-elect Bill Clinton, in an interview with the New York Times, said he was not obsessed with the idea of ousting Mr Saddam. If the Iraqi leader wanted a better relationship with the US, all he had to do was abide by UN requirements.

"I always tell everybody I am a Baptist, I believe in deathbed conversions. If he wants a different relationship with the US and the UN, all he has to do is change his behaviour," Mr Clinton said.

Mr Warren Christopher, Mr Clinton's nominee as secretary of state, said this should not be interpreted as an olive branch to Iraq. He said it was not optimistic about Mr Saddam's prospects for redemption. At most, he said, Mr Clinton would seek to prevent the fad from being personalised.

Mr Clinton said he would not rule out using force against Mr Saddam again in the future, including, if necessary, re-engaging US ground troops. "But," he said, "I want to see what he does in response to this mission."

Iraq said yesterday that its

Continued on Page 12

Picture, Page 3

Editorial Comment, Page 13

Siemens issues veiled 1993 profits warning

By Christopher Parkes in Munich

SIEMENS, the German electrical and electronics group, yesterday issued a veiled profits warning for the 1993 financial year as it revealed slowing earnings growth and a fall in new orders in the first quarter.

Mr Heinrich von Pierer, chief executive, said while the full year's turnover is expected to rise 7 per cent to around DM48bn (\$52.80bn), "it will take major efforts to maintain the level of income reached last year".

The group, which includes the successful KWW power plant subsidiary, and the stricken Siemens Nixdorf computer company, increased net earnings by 9 per cent to DM1.96bn last year on sales of DM7.5bn.

It has been hit by the accelerating slowdown first noticed by

German industry last autumn. Group orders in the first quarter of the current financial year fell 8 per cent, comprising drops in domestic and foreign demand of 4 per cent and 10 per cent respectively. Sales rose only 4 per cent and net profits were up 2 per cent at DM406m.

Mr von Pierer attributed the fall in incoming business to the "postponement", until later in the year, of public telecommunications and power generation orders worth DM1.5bn.

Despite the slowdown - reflected in zero growth in world electrical markets last year - and recent warnings that the German economy was on the brink of catastrophe, "prophecies of doom are unwarranted", he added

NEWS: EUROPE

Kohl close to deal on 'solidarity pact'

By Quentin Peel in Bonn

MEMBERS of Germany's ruling coalition claimed yesterday to have made "huge progress" in finalising proposals for the planned "solidarity pact" between the government, opposition, employers and trade unions, intended to finance the soaring cost of unification.

Final plans will be presented to the parliamentary parties in the coalition next Tuesday, but they then have to be agreed with trade unions and the Social Democratic Party (SPD) opposition, which remain decidedly sceptical.

The government parties, including Mr Helmut Kohl's Christian Democratic Union (CDU), its sister party the Christian Social Union (CSU), and the minority Free Democrats (FDP), remain determined to cut back in some areas of social spending. These cuts are fiercely opposed by the SPD.

They have also agreed on other savings measures, including a ceiling of 3 per cent

on public sector pay - and 2 per cent for civil servants - according to today's issue of *Hans-Blatt*, the German business daily.

Other measures include taxation of life insurance policies, and to raise taxation on insurances from 10 to 12 per cent. Overall, they are looking to cut back public expenditure in the west by some DM12bn (24.9bn).

Firm evidence of a reduction in the state deficit, as well as restraint from the trade unions, is demanded by the Bundesbank as a precondition for any early relaxation in its high interest rate policy.

The most tangible sign of progress in recent days, as the pace of negotiations for the pact has stepped up dramatically, has been the agreement of the German banking sector to increase loans to east German enterprises by DM1bn (€400m), on top of a similar commitment from the insurance industry.

The banks' agreement was made on Monday, in talks with Mr Horst Köhler, the state sec-

retary for finance. However, it now has to be worked out in detail with the Treuhand privatisation agency in eastern Germany.

The money is intended to provide credit for Treuhand enterprises which have not yet been privatised, but which are considered "capable of being restructured".

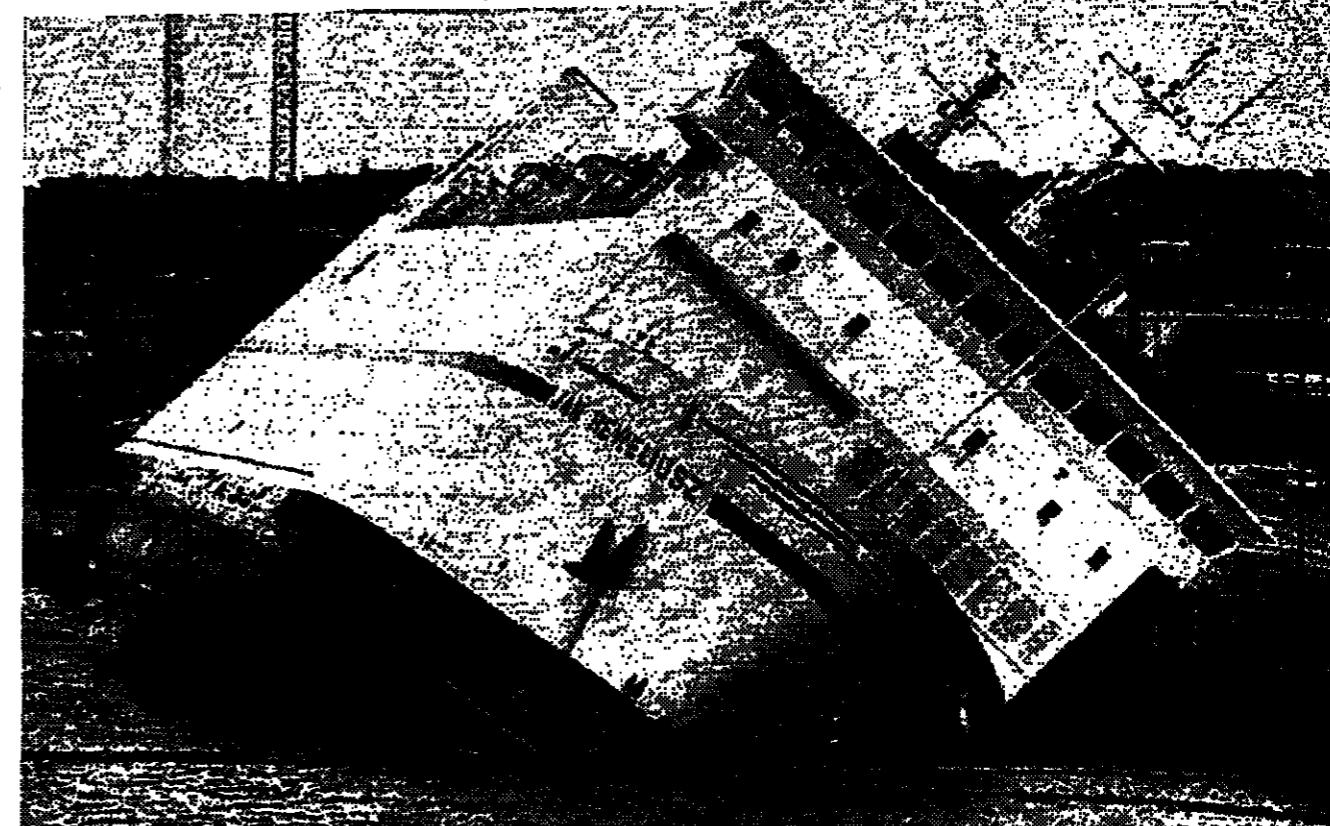
An agreement on saving such eastern "old" enterprises is likely to be a key part of the solidarity pact, in exchange for which the trade unions are supposed to promise real restraint in their wage demands.

At the same time, the central government and the 11 western Länder are supposed to agree on drastic savings in their budgets, in order to provide adequate finance for the bankrupt eastern Länder.

An inconclusive round of talks was held out by Mr Theo Waigel, the finance minister, with a committee of finance ministers from the Länder last weekend, and further talks are expected on Sunday.

The banks' agreement was made on Monday, in talks with Mr Horst Köhler, the state sec-

DISASTER FERRY HAD CAPSIZED TWICE BEFORE



Stricken ferry: The Jan Heweliusz, which sank yesterday, lying capsized in the Swedish port of Ystad in August, 1982

THE POLISH ferry which capsized in a fierce storm off Germany's Baltic coast yesterday - with the loss of 51 of the 60 people on board - had capsized on two previous occasions, Reuter reports from Stralsund, Germany.

The Jan Heweliusz, built in 1977 and run by the privatised Polish company, Euroafrica, was sailing from Ystad in Sweden to the Polish port of Swinoujcie when it turned over in heavy seas and winds of up to 100 mph.

German police said bodies were still being recovered and there were nine survivors among the 28 crew and 32 passengers, who were mainly truck drivers.

Poland has set up a committee of inquiry. Officials suggested that the storm may have caused one or more of 10 railway wagons on board to break free from couplings.

The Jan Heweliusz had capsized on two previous occasions, in August 1982, while loading at Ystad, and four years earlier, because of a fault in valves regulating the ballast tanks. The ferry was the same type as the Herald of Free Enterprise which capsized off Zeebrugge in March 1987, with the loss of 189 lives.

Russia plans rapid privatisation

By Leyla Boultton in Moscow

HUNDREDS of Russian companies are to be sold in a political gamble to make privatisation irreversible by April, when the country faces a referendum over its future constitution and fresh parliamentary elections.

Fourteen of Russia's 49 regions are to be included in a campaign to sell around 500 big and medium-sized enterprises, Russian authorities and their western advisers said yesterday. Other regions will proceed at their own pace in contributing to the goal of selling 6,500 enterprise this year.

Russia is taking a different approach from eastern Europe, where privatisation was slow, mainly because enterprises were restructured before sale

and large-scale privatisation was under centralised control. Russian reformers argue they have neither the time nor money to proceed the same way.

"Rather than looking for good companies to sell, our objective is to sell all companies," said Mr Anthony Doran, an executive from the International Finance Corporation, the World Bank's investment arm advising five of the regions.

Accountancy firm Price Waterhouse is to help with privatisation in another five.

Up to 51 per cent of shares will be sold to the workforce and remaining stakes will be offered for cash and privatisation vouchers to be distributed to every Russian citizen by the end of this month. There are no restrictions on foreigners

taking part even though few are expected to do so yet.

The pilot project is to kick off in the Volgograd region, better known by its wartime name of Stalingrad, where 200 companies up for sale will

include the tractor plant which switched to tank production during the second world war.

Enterprises are being cleared for auction by regional authorities after passing basic "survivability tests" which amount to a snapshot of their condition over a relatively short period.

• The second fire in less than

two days broke out yesterday at the Chernobyl power plant,

site of the world's worst nuclear accident, in Kiev.

The fire was in a ventilation corridor on top of the sarcophagus which covers the melted-

down reactor core left by the 1986 accident. The location is considered the most radioactive site at the power plant.

Chernobyl officials said no radiation was released, but admitted it could have been, had not the fire been put out quickly. The first and third blocks of the power plant remain in operation.

"Although no radiation was released this is a serious moral blow," said Mr Anatoli Demianenko, deputy head of the Ukrainian Atomic Energy Safety Commission. "A fire the day before yesterday, then a fire today - together, these are morally troubling events."

He said a recent inspection at Chernobyl had uncovered serious safety violations in the construction and maintenance of the sarcophagus.

Central bankers believe ERM dangers receding

By Peter Norman, Economics Editor

THE central banks of countries still in the European exchange rate mechanism are confident that the four-month crisis in the European Monetary System is past its peak.

The bullish tone was tempered by doubts among officials from non-EC nations and countries that had been forced to quit the system since September simply added up to "one realignment that lasted four months".

At upbeat appraisal of the ERM's prospects at meeting of EC central bank governors in Basle this week was reflected in comments at Wednesday's meeting in Frankfurt of the privately organised G7 Council.

Mr Hans Tietmeyer, the Bundesbank vice president, said there was no longer any reason for a realignment of parities in the European exchange rate mechanism following the adjustments of recent months.

Mr Wim Duisenberg, governor of the Netherlands central bank, went further. "What crisis?", he asked. The problem

with the ERM was that "we had forgotten how to realign".

The upheaval that had shaken the system since September simply added up to "one realignment that lasted four months".

The bullish tone was tem-

pered by doubts among officials from non-EC nations and countries that had been forced to quit the system since September simply added up to "one realignment that lasted four months".

Such doubts would be greatly reduced if Germany's high short term interest rates were to ease soon. On Tuesday night, Mr Michel Sapin, the French finance minister, predicted a "significant and durable drop of interest rates in Europe" this year.

This bold forecast gained some support from the Bundesbank. Although Mr Helmut Schlesinger, the Bundesbank president, and Mr Tietmeyer insisted that the German central bank would not relax its drive for low inflation, they made clear that the bank was prepared to allow some flexibility in operating its policy.

However, lower interest rates ultimately depend on the German government finalising negotiations on a "solidarity pact" that will control Germany's public sector deficits and rising labour costs growth.

Austrian banks ban Prague's old crowns

By Patrick Blum in Prague

AUSTRIAN BANKS have stopped exchanging Czechoslovak crowns following an unexpected rush by Slovaks to change their savings into Austrian schillings and other hard currencies.

Fears that their currency may be devalued once the common Czechoslovak crown is split into separate Czech and Slovak crowns later this year, appear to have encouraged many Slovaks to make the short journey to Vienna to change as much money as possible.

The old Czechoslovak crown is expected to be replaced with separate Czech and Slovak crowns by June, though currency dealers say the split could come much sooner. The Czech and Slovak central banks have both begun to stamp existing banknotes with their own emblem to prepare for the split, causing a rush to banks by anxious savers eager to deposit and safeguard their cash.

Some bankers believe that the stamping of banknotes will inevitably lead to separate exchange rates even before the common currency is formally abolished.

"We don't know what will happen, and we have to be cautious. Once the currencies are stamped, the unlabelled notes could become invalid; then we could be left sitting on a worthless mountain of paper," said a senior Austrian banker.

Meanwhile, strong demand for foreign currency from Czech commercial banks has already drained more than one third of the Czech central bank's foreign currency reserves since the start of the year.

The central bank is obliged to sell foreign currency to the banks if they require it to cover liabilities. Since January 1, the central bank has sold almost \$300m from its estimated \$700m foreign currency reserves.

Mr Martin Svehla, the Czech central bank spokesman, cautioned against over-dramatising the situation. He said it was "normal" for the time of the month and year when companies make large payments.

EC agrees terms for \$10bn loan to Italy

By Andrew Hill in Brussels

THE EC's monetary committee last night approved the terms for an Ecu8bn (\$9.84bn) balance of payments loan to Italy.

Mr Henning Christensen, EC commissioner for economic and financial affairs, is expected to produce a formal proposal for the loan today. EC finance ministers will debate the proposal at their first meeting of the year on Monday.

Furthermore, the right's expected majority would be so large that it would be under no obvious pressure to change, barring a serious revolution within the ranks.

Much of what happens next in Mr Mitterrand's constitutional power struggle will depend on the skill of the next prime minister in weaving his way round the right's internal splits and the president's tactics. Here Mr Mitterrand holds an important advantage, for only he has the right to choose the prime minister, who then has to carry out an uncomfortable balancing act between running the government competently and not overshadowing the president. "He must not fail, otherwise he runs the risk of being sacked... still more he must not succeed, for to do so would be the ultimate impotence," the satirical newspaper *Canard Enchaîné* once wrote.

Mr Edouard Balladur, a former RPR finance minister, who masterminded policy in the last cohabitation government, is hot tipped for the job. Mr Jacques Chirac, the RPR leader and former prime minister, does not want to stand again because he has presidential ambitions. Mr Balladur has kept aloof enough from the fray to be able to work with Mr Mitterrand. In the end, the leader of the next right government depends on Mr Mitterrand's private instincts - and they will remain private until he alone decides the time is right.

The committee also discussed the principles of so-called multilateral surveillance under which the Commission keeps an eye on the economic performance of member states in the hope of being able to catch adverse trends before they turn into full-blown crises.

Irish government begins key phase of battle for punt

By Tim Coone in Dublin and James Blitz in London

THE Irish government's four-month battle to defend the punt within the European exchange rate mechanism enters a critical phase this weekend, as renewed selling of the currency yesterday frustrated efforts by the central bank to bring wholesale money market rates down sharply.

Last weekend, the central bank raised its overnight lending rate to 100 per cent in response to heavy selling of the punt, which drove it below its ERM floor against the Dutch guilder and Belgian franc.

In the past three days, the bank has progressively reduced its money market rates in an attempt to avert a threatened rise in commercial base rates which would further hurt the Irish economy.

But this week's attempt to cut money market rates has already put pressure on the Irish currency, which was again trading near to its ERM floor.

The government reaffirmed yesterday that it will not devalue or realign the punt and added that it is "concerned that the European authorities have so far been unable to establish the previous stability after so many months and to convince the market of their determination to resist further realignments or devaluations".

The central bank announced yesterday that it was again dropping its overnight lending rate back to 15 per cent, having dropped it to 30 per cent by Wednesday. This permitted the one-month rate to fall from 60 per cent at the beginning of the week, to around 25 per cent yesterday.

Renewed selling pressure yesterday drove the one-month rate back up to around 35 per cent.

The first cabinet meeting of the new coalition government discussed outline proposals for the introduction of an exchange rate guarantee scheme to enable companies to borrow funds more cheaply abroad.

Mr Bertie Ahern, the finance

minister, is to hold a crucial meeting today with the heads of the main building societies to consider means of keeping down mortgage rates, or alternatively to cushion mortgage holders from the impact of a likely 3 percentage-point rise in mortgage rates early next week.

Details of the schemes are expected to be finalised over the weekend and released early next week.

Earlier this week, Mr Tom Jago, the president of the Irish Business and Employers' Confederation, warned of "the urgent imperative of restoring a stable exchange rate". He said that companies needed to be directly assisted.

The Bank of Ireland yesterday announced that it is encouraging its business customers with foreign currency receivables to borrow in foreign currencies to reduce their funding costs.

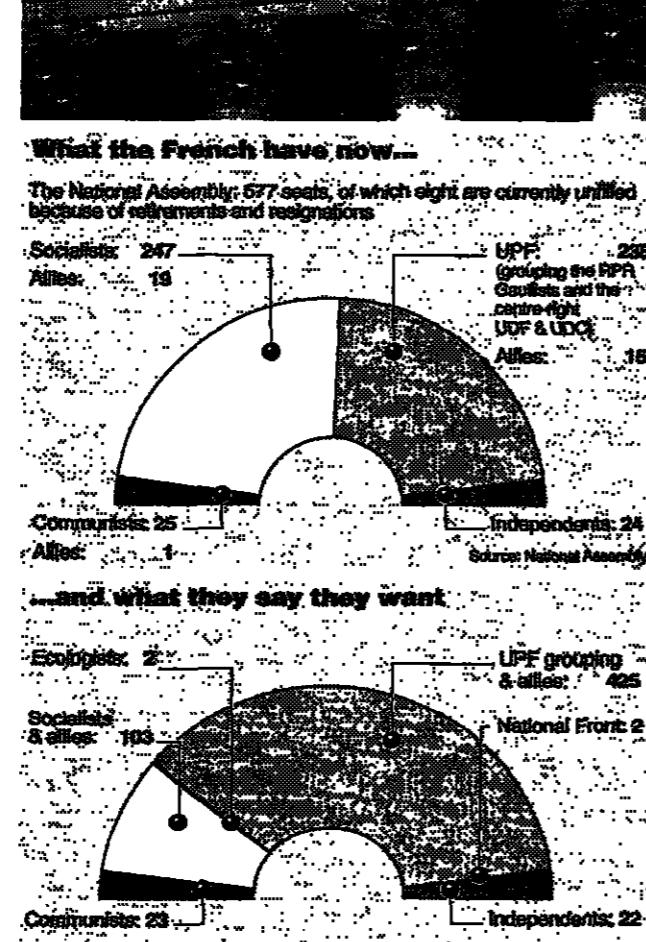
It now seems likely that the government's game plan is to back such moves by offering exchange rate guarantees to foreign currency borrowers and to match this with assistance to mortgage holders.

Market analysts said that such a scheme might buy some time for the punt, but that the critical issues remain whether the Bundesbank will make significant reductions in German interest rates in the coming weeks, or alternatively whether a determined effort is made by the stronger EC central banks to support the punt, as has been done with the French franc.

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which has contributed to the Socialist party's unpopularity. A shortening of the seven-year presidential term is also up for discussion, though Mr Mitterrand says this would apply to future presidents, not him. A consultative committee of lawyers and academics invited by the government and boycotted by the right, is due to report to the president on constitutional reform by February 15. He will then table his plan, one of the first pieces of legislation to be discussed by the new parliament at its first sittings.

He has suggested, for example, curbs on the government's freedom to override parliament.

Algerians to vote on new constitution

By Francis Ghislé

ALGERIA'S acting head of state, Mr Ali Kafi, yesterday promised a referendum on the future of North Africa's largest country whose security forces have, for the past 12 months, been mired in ever bloodier confrontation with radical Islamic groups.

The referendum would submit to the Algerian people a draft new constitution and seek their endorsement for a transitional arrangement before a new constitution was enacted.

Mr Kafi promised that political parties would be invited to give their views on future strategy but added that "all those who practised or supported violence" would be excluded.

This was a clear reference to those Algerians who support the Islamic Salvation Front which was banned last February after Algerian leaders cancelled the second round of elections the party was poised to win.

Other smaller Islamic parties such as Ennahda would, however, be asked to join in such talks.

Mr Kafi is a founding member of the five-man High State Council (HSC) which has acted as the country's collective presidency since the former head of state, Mr Chadli Bendjedid, resigned a year ago.

Cabin crew strike hits Cathay Pacific

CATHAY PACIFIC, Hong Kong's international airline, was last night facing its worst industrial action since 1985 after cabin crews went on strike, claiming the airline had inadequate staffing levels, writes Simon Holberton in Hong Kong.

Half of Cathay's 28 outbound flights and 13 of its 31 inbound flights were cancelled. The company was unable to determine how many of the 4,000 cabin attendants were on strike.

Industrial action is virtually unknown in Hong Kong. Cathay's last serious dispute was in 1988, when ground staff went on strike.

The dispute centres on Cathay's requirement that its cabin attendants accept working "out of position". This has meant that senior cabin attendants have had to operate in junior positions in the event of a staff shortage due to sickness. A Flight Attendants Union official said yesterday Cathay employed 300 fewer cabin attendants than it should, but the company denied this. "There is no shortage of cabin attendants, our staff grows in line with the growth in our fleet," it said.

Hong Kong's Labour Department offered to mediate in the dispute, which has been brewing over the past three months.

Japan wants more co-operation in Asia

By Kieran Cooke
in Kuala Lumpur

MR Kiichi Miyazawa, Japanese prime minister, said yesterday Japan wanted to promote co-operation and resilience in Asia and denied any plans to make Japan a regional military power.

Mr Miyazawa, in Malaysia as part of a South-East Asia tour, said the continued presence of US forces in the region was vital and Japan was providing increasing support to the US military. "We do not want to see a power vacuum in the region," a Japanese official said.

In talks with Dr Mahathir

Mohamad, Malaysian prime minister, Mr Miyazawa outlined Japan's new "Look East" policy, which suggests a greater regional role for Japan in the years ahead.

But while Mr Miyazawa said Japan wanted to create greater economic and political co-operation in the region, he declined to endorse Dr Mahathir's proposal for an east Asian economic caucus, a trading group linking the fast-expanding economies of East Asia.

Malaysia feels this would be vital to counter what it sees as increasing protectionism in the European Community and Nato.

US businesses plan a return to Vietnam

The war is nearly over and the trade embargo may soon be dropped, Our New York Staff report

American companies are beginning to weigh up business prospects in Vietnam following a White House move last month which paves the way for eventual removal of the long-standing US embargo on the Communist nation.

In one of the clearest signs of growing US business interest, a group of executives from some two dozen US companies will visit the country early next month under the auspices of the new Vietnam-American Chamber of Commerce.

It will be the first US business mission to be formally received by the Hanoi government, according to the chamber's president, Mr Irwin Robinson, a New York lawyer. The visit, he says, will be to maximise knowledge of opportunities for US companies.

The US has enforced its trade ban since the Vietnam war but over the past year the White House has allowed a few exceptions. For example, a ban on telecommunications links was lifted in April 1992.

The biggest move yet came on December 14 when President George Bush signed an order permitting US companies to sign contracts with Vietnamese parties and open

offices there. However, contracts can only be executed if relations are normalised.

There has been speculation that Mr Bush could do this before he leaves office on January 20 if Hanoi meets the White House's demands for the fullest possible accounting for missing American servicemen and prisoners of war, including repatriation of their remains.

However, there remains very little time for Vietnam to make these concessions, while Mr Bush may be reluctant to stir up the right-wing outcry such a move would provoke.

The new Clinton administration, for its part, is likely to have much more pressing concerns, and President-elect Bill Clinton may be wary of normalising relations rapidly, given the election campaign controversy over his Vietnam draft record.

Whenever the ban is lifted, it is bound to provoke a sharp increase in US business interest, not least because this will also trigger a wave of aid to the country from institutions such as the World Bank, creating opportunities for capital equipment and construction contracts.

However, Mr Nicholas Ludlow, managing director of

Development Bank Associates, a Washington-based consultancy, says the economy is so under-developed that it has limited capacity to absorb new trade and investment.

"I think there will be a wave of excitement, then tempered

of the Vietnam-American Chamber of Commerce include Federal Express, the package delivery company, Honeywell, the controls group, KPMG Peat Marwick, the accountants, and ITT. Sectors likely to be partic-

ipated in serving Vietnam for several years. We see it as a growing and promising market," it says.

• Banks. A number are interested in returning to Vietnam, including Bank of America, Chase Manhattan and Citibank, each of which had branches in Saigon before the Americans were driven out of South Vietnam in 1975.

The Bank of America says: "We have definitely expressed our interest in a return to Vietnam." The bank said that as a preliminary step last summer it had opened an Indochina representative office in Hong Kong, whose operations would be moved to Vietnam if the US embargo were lifted.

One matter that will need to be sorted out before banks return is the issue of unresolved claims by depositors dating back to Communist takeover of South Vietnam.

• Oil. US companies are keen to explore the South China Sea, with three companies - Amoco, Chevron and Mobil - giving the most active consideration to a business plan.

Chevron said it had held discussions with the Vietnamese "on and off with regard to possible opportunities for exploring and producing offshore in

the South China Sea, but we don't have any contracts."

Chevron said it had examined geological data and was interested in the possibilities.

Mobil was more direct: "Should the embargo end we would be most interested to be there. In the meantime we will explore some potential opportunities by talking to potential partners."

• Telecommunications. American Telephone & Telegraph and MCI Communications, the two largest long-distance US carriers, have begun to provide long-distance services to Vietnam following the relaxation of the ban last April. MCI says it is sending a team to Vietnam in the first quarter to discuss additional services, such as allowing customers to call the US collect. But it says it has no interest in the domestic Vietnamese market.

• Consumer products. Atlanta-based Coca-Cola says it "would certainly look at Vietnam" if trade relations normalise - in line with a general policy of examining all potential new markets.

Contributors: Martin Dickson, Alan Friedman, Patrick Harverson and Nikki Tait.

US, Japan clash as vote on top WHO job looms

By Frances Williams
in Geneva

NEXT Wednesday the 31 executive board members of the World Health Organisation are due to cast their votes for director-general of the United Nations agency, bringing to a head a long and unusually bitter election campaign that has set the US and Japan at loggerheads.

An internal US State Department paper has accused Japan of "aggressive tactics, including the pursuit of votes in exchange for favours" in the quest for support for the incumbent Japanese director-general, Dr Hiroshi Nakajima.

Japan, which strongly denies the charge, claims the US government is waging a disinformation campaign against it and Dr Nakajima, based on little more than the personal animosities of a few key officials at the US health department.

For Tokyo, the re-election of Dr Nakajima for a second five-year term has become not simply a matter of national pride but a crucial test of international good faith in urging Japan to take a greater role in world affairs.

In the eyes of the Japanese people, Dr Nakajima is a symbol of Japan's contribution to the international community, says Mr Masao Kawai, a senior official in the Japanese Foreign Ministry. The WHO chief is the only Japanese to have been elected (rather than appointed) to a top UN position.

The US is backing the candidacy of Dr Mohamed Abdelloumene, an Algerian neurologist, who was Dr Nakajima's deputy at the WHO until sacked from his post last August after announcing he would run against his boss. Dr Abdelloumene, who says he was asked to stand for director-general by a number of rich and poor countries, has the official backing of the European Community and the Arab League, but Dr Nakajima claims strong support from developing countries who are in the majority on the executive board.

The US pays about a quarter of the WHO's \$550m (£552m) annual budget. Japan, which has rapidly increased contributions since Dr Nakajima took over as director-general, to become WHO's second-biggest paymaster, last year paid about \$5m. Both governments deny that contributions will be cut if the wrong man wins.

Dr Nakajima's supporters argue that he has improved the running of the organisation since taking over in 1988 from Dr Halfdan Mahler, a Dane, and that he has initiated valuable work to achieve "basic health" in developing countries.

However, it is clear that Dr Nakajima has not won the hearts and minds of WHO staff, who complain of a lack of vision and leadership. There has been a steady exodus of senior officials, including the sudden resignation in March 1990 of Dr Jonathan Mann, a high-profile American who headed WHO's programme on Aids.

US officials say their opposition to Dr Nakajima is based solely on concern for the ability of WHO effectively to tackle big health challenges.

Within the WHO itself, executive board members are allegedly being wooed with top-level visits, promises of aid and top jobs - practices, it must be said, which are widespread throughout the UN system, often backed by national governments.

US officials too are alleged to have hinted that American backing for WHO activities could wane if Dr Nakajima is re-elected.

Sri Lanka rebel leader urges talks

By Mervyn de Silva
in Colombo

holding of peace talks. In a rare public appearance Mr Prabhakaran, leader of the separatist Tamil Tigers, has called for peace talks to end Sri Lanka's 10-year civil war, after meeting a church delegation in Jaffna, the island's northern capital, last week.

Mr Kenneth Fernando, the Anglican Archbishop of Colombo and leader of the delegation, said on his return to the capital yesterday that Mr Prabhakaran had called for an immediate ceasefire and the

Karachi awaits next move by army

By Farhan Rokhri in Karachi

BUSINESSES in Karachi, Pakistan's commercial heart, have relaxed their guard since the army was sent last May to restore order in the southern province of Sindh, of which it is the capital.

The army says over a hundred gangs involved in robberies, kidnappings, car thefts and drug peddling have been smashed in Karachi, and no kidnappings for ransom have taken place in the last two months. Before the troops arrived, kidnappings of businessmen were frequent.

Signs of improved law and order are visible on the streets. Many shops are open later, and businesses previously afraid of being kidnapped or robbed are more relaxed when travelling. "The situation has improved since the army has

come in. We feel much more secure than before," says Mr Ali Mashhadi, a carpet dealer. However, security is due to be reviewed this month. The government could order the troops back to barracks if the situation was judged to have improved sufficiently.

There are signs of differences between civilian and military leaders over the future of the operation.

The provincial government of Mr Muzaffar Hussain Shah, which is backed by the ruling alliance of Mr Nawaz Sharif, prime minister, wants the army to stay until there is complete assurance that gangs of criminals will not resurface, a senior official says.

Businessmen are concerned, however, that improvement in law and order needs to be backed by socio-economic measures to curb poverty, rising unemployment and drug addiction. Only

with such action, they argue, will long-term improvement in the security situation be assured. "The malaise is political, economic and social. This is not a military problem," says one general.

Unemployed young people in Karachi's growing slums are prime targets for recruitment to crime gangs.

The chairman of a large industrial company says: "Good municipal planning to cater for the needs of ordinary people is an absolute must for improving conditions in Karachi. Unfortunately, there is very little of that going on right now."

Some businessmen argue that to ensure long-term socio-economic development, the government in Islamabad should introduce tax incentives to accelerate business

growth in Karachi, stimulating employment.

Mr Tahir Khaliq of Karachi's chamber of commerce says new investments are badly needed and will only come if there are new concessions. He is concerned about the possibility of political trouble if the army pulls out. The army operation led to the discovery of torture cells and extortion rings in Karachi, allegedly run by the Mohajir Quami Movement, a party for Moslems who had migrated from India.

Businessmen are waiting anxiously for the government's decision. Mr Khaliq says: "If the government is confident that things have certainly improved and they feel that the army can be called back, I just hope that they know what they are doing and they realise fully what could be the consequences."

Both sides are suspected of caching weapons and those that were surrendered were not securely held.

As election day approached, only 1,500 soldiers had been sworn in to an integrated national army supposed to number 40,000. Tens of thousands of government and Unita soldiers were still in demobilisation camps, most of them with ready access to weapons. A further 40,000 men of the 150,000-strong combined forces had yet to be demobilised.

Western diplomats now acknowledge that they could have acted differently, insisting that elections could not proceed until both sides respected the terms of the peace pact signed in May 1991.

"As I listened to the speeches that evening and watched MPLA and Unita leaders mingling, I knew that we were celebrating the end of an era," wrote Mr Chester Crocker, predecessor to Mr Cohen, and the architect of the south-west African settlement.

Central to the success of the transition was the requirement that soldiers and guerrillas from rival armies report to 50 assembly points, to be monitored by UN forces, before being demobilised or entering

an integrated national army. Both sides were suspected of caching weapons and those that were surrendered were not securely held.

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Peru to sign IMF letter of intent

By Sally Bowen in Lima

PERU, apparently abandoning plans to extract significant concessions from the International Monetary Fund, is expected to sign today in Washington an IMF letter of intent to frame economic policy until 1995.

This, and the subsequent formation of a "support group" of friendly governments to bridge debt repayments to the multilateral lending organisations, will mean that "the reinsertion of Peru into the international financial community is definitive," according to President Alberto Fujimori.

Mr Jorge Camet, the new economy minister, who succeeded Mr Carlos Bolonia last week, is not expected to announce any significant concessions in the programme negotiated by his predecessor last year.

This has been very much the experience of President-elect Bill Clinton's nominees. It is still unlikely that any will either be rejected by the Senate — the fate of Mr John Tower, President George Bush's defence secretary-designate — or have to withdraw from consideration — as happened to Mr Ernest Lefever, a controversial Reagan choice in 1981 for a senior State Department position.

But such is the intensity of interest in the life and careers of those chosen that few emerge unbruised. Probably even more know that they were not selected because of something in their backgrounds that rendered them too suspect. Those conspicuously affected by publicly disclosed problems include:

- Ron Brown, commerce secretary-to-be on Wednesday a planned gala in his honour was cancelled because its cost was being underwritten by those corporations he might find himself dealing with in the cabinet. Though the event was planned before he was nominated and to recognise his achievements as Democratic party national chairman, it looked too cosy for comfort and Mr Clinton urged him to call it off.

Agreement with the IMF is a prerequisite for looming Peruvian negotiations with the Paris Club, and for rescheduling arrears with the World Bank and private banks.

It is hoped to resolve Peru's immediate but complex arrears position by paying off \$970m owing to the World Bank through a one-day bridging loan from Citibank. Peru would then use \$1bn in fresh funds from the World Bank to repay Citibank.

Signature of the letter of intent will also allow the IMF's extended fund facility to come into operation. Short-term finance from friendly governments will permit the clearing of \$300m in IMF arrears.

CBS Television buys some expensive chat

By Alan Friedman in New York

DAVID LETTERMAN, a 45-year-old comedian and chat show host from Indianapolis, was last night set to be poached from NBC by CBS Television for a salary of about \$14m a year, making him the world's best-paid chat show

host. For CBS, the network controlled by Mr Larry Tisch, the billionaire investor, hiring Mr Letterman would be a potentially profitable coup.

Both networks were scrambling yesterday to arrange press conferences, with NBC, a subsidiary of General Electric, planning to announce in Los

Angeles that it had decided not to match the CBS offer.

Mr Letterman, an articulate showman who hosts an offbeat chat show starting at 12.30am, has been unhappy since he lost the chance last spring to take over the Tonight Show when Johnny Carson retired. Instead of Mr Letterman,

offer mysteries and movies in this important time slot.

By moving from NBC to CBS Mr Letterman would not only fulfil his ambitions by launching a programme competing directly with the Tonight Show, but he would also double his salary. His negotiations have been handled by Mr Michael

Ovitz, the head of Creative Artists Agency, the most powerful talent agency in the US. NBC's management has been criticised for a sharp decline in audience ratings over the past two years. General Electric is believed to be interested in selling the network provided it can obtain the right price.

Haitian avalanche 'ready to fall on US'

AN EXPECTED "massive influx" of Haitians may be one of the first foreign policy crises President-elect Bill Clinton has to face. Mr Dick Cheney, defence secretary, said yesterday: "The evidence is there that thousands, perhaps hundreds of thousands, of Haitians are in fact preparing to descend upon Florida" as soon as Mr Clinton takes office, Mr Cheney said.

Meanwhile, Haiti's deposed President Jean-Bertrand Aristide is urging his country's military-backed government to accept a large force of international observers to restore order in the Caribbean nation and prevent a mass exodus.

US officials said on Wednesday that Mr Aristide was sending a letter to Haiti's rulers in an attempt to break the logjam in international efforts to restore the democratically elected president to power.

Aides to Mr Aristide said the letter — written under pressure from the Bush administration and Clinton associates — would be conveyed to the heads of the Organisation of American States and of the United Nations.

The OAS will send an emissary with the letter to Haiti's government in Port-au-Prince, said Mr Michael Barnes, a former congressman and now counsel to Mr Aristide.

Mr Barnes said the letter would call for the immediate dispatch of hundreds of UN and OAS observers to oversee the restoration of order and civil rights. It would also call for Haiti's parliament to approve an interim prime minister who would work for Mr Aristide's return.

Once parliament approved the interim prime minister, the US and its allies would lift the trade embargo it imposed on Haiti after Mr Aristide was ousted by a military coup in September 1991.

Mr Warren Christopher, secretary of state-designate, said at his confirmation hearing on Wednesday that the intensive efforts to bring about an agreement in Haiti "are quite promising this week".

Testing times for the Clinton team

Jurek Martin reports on the perils of being offered a job by a president-elect

IT IS one thing to be chosen to serve as a senior member of a US administration. It can be another successfully to run the gauntlet of official and media scrutiny and be confirmed, unscathed and with reputation intact, in the job.

This has been very much the experience of President-elect Bill Clinton's nominees. It is still unlikely that any will either be rejected by the Senate — the fate of Mr John Tower, President George Bush's defence secretary-designate — or have to withdraw from consideration — as happened to Mr Ernest Lefever, a controversial Reagan choice in 1981 for a senior State Department position.

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Such is the interest in the lives of those chosen that few are unbruised by the process of scrutiny

chief law enforcement officer.

- Warren Christopher, nominee for secretary of state, has had to address the issue of what he knew 25 years ago as deputy attorney general about US army covert surveillance of civil rights and anti-war activists. This investigation, not in the least threatening to his confirmation, is the handiwork of Senator Jesse Helms, the Republican Senator from North Carolina and self-appointed scourge of anybody associated with President Jimmy Carter's foreign policy.

- Robert Reich and Laura Tyson, prospective labour secretary and head

which would allow the ports to be privatised, is considered crucial to the government's programme of modernisation and boosting exports.

One of the country's most glaring examples of inefficiency, Brazil's 35 ports are riddled with corruption and

bureaucracy, served by archaic equipment, subject to 49 different taxes, and governed by legislation unchanged since 1934 guaranteeing a monopoly for the stevedores' union. Port users must contract labour from the union which decides the rates and numbers needed.

According to the Association of Exporters (AEB), Brazilian port costs are the highest in the world. At the main port of Santos charges amount to \$51.30 (\$33.70) per tonne compared to \$15 in Buenos Aires and \$4.50 in Antwerp. As a result, says Mr Pratini de

Moraes, head of the AEB, "we're throwing away \$5bn a year in exports and \$50,000 per cent of Brazil's GNP, one of the lowest levels in the world. Exports have stagnated and port reform is seen as fundamental to the new government's plans to increase this to \$50bn by next year."

Some 97 per cent of all cargo into and out of Brazil passes through sea ports and these high costs explain why, despite a significant reduction

Brazilian Senate vote may free ports from archaic regulations

By Christina Lamb
in Rio de Janeiro

APRIL two years of struggle a decisive vote was underway last night in the Brazilian Senate on a controversial project to deregulate the port system. The proposed legislation,

NEWS: WORLD TRADE

Mexico sees clear road to Nafta accord

By Stephen Fidler,
Latin America Editor

THE Mexican government is continuing to work on the assumption that the North American Free Trade Agreement (Nafta) between Canada, Mexico and the US will be implemented at the beginning of next year.

A senior official, commenting on last week's talks between President Carlos Salinas and US President-elect Bill Clinton, said the latter had made clear he had no wish to reopen negotiations on the agreement proper.

The official said Mexico had been advised this week that Mr Mickey Kantor, a long-time Clinton adviser and nominee for the post of US trade representative, would be appointed to tackle the bilateral issues that arise from Nafta.

Mr Clinton underlined at a two-hour meeting with Mr Salinas in Austin, Texas, that he would not send the enabling Nafta legislation to Congress without first negotiating two side accords: on the environment and on jobs protection.

Mr Salinas expressed willingness to talk about them, as long as they did not infringe Mexican sovereignty, that they

made economic sense, and would not contradict what had already been agreed in Nafta.

The official, speaking on condition he not be identified, said his understanding was that Mr Clinton would not insist on a third side accord mentioned by some supporters: preventing import "surges". This, he said, was a trade matter already covered in Nafta, and would mean reopening negotiations.

While it was unclear how difficult the negotiations would be on environment and labour, it was conceivable that co-operative agreements would not even require legislation. In any case, many of the issues related to jobs — such as the training of displaced workers

were domestic, rather than bilateral, matters.

He suggested that if the negotiations became tough, the Mexicans would be more likely to insist on consideration of two other issues: migration and development funding.

The timetable suggests the agreement would be presented for ratification in the Canadian parliament by March, in the Mexican senate in June and in the US Congress before or after the August recess. This would allow it to be put into effect next January.



US trade representative Mrs Carla Hills: Stepping down from the "most exhilarating" job she has ever had

Hills bows out on buoyant note

Nancy Dunne on US trade representative's four years in office

THE CUSTOMARY perfection of Mrs Carla Hills' office was disturbed this week by a few packing boxes and a chair covered with ribbons. The chair — shipped over from the White House cabinet room — was a gift from her senior staff and bears a nameplate: "US Trade Representative, February 1, 1993".

Although she and her friend and boss, George Bush, are leaving office, and the frustrating Uruguay Round talks are still dragging on, Mrs Hills' mood was buoyant. When her stint finishes, at noon next Wednesday, she will go home to consider the "next chapter in my life."

Of the past four years, she has no regrets. The job was the "most exhilarating" she ever had, including her first cabinet post heading the Department of Housing and Urban Development. She hopes to hand to her successor, Mr Mickey Kantor, a completed package of Uruguay Round market access agreements. She wants to be able to say: "I think you ought to go forward with this. It is politically supportable here at home."

But her demeanour suggests that, once again, the European Community is playing havoc with her best-laid plans. The US, she says, needs "a big package" of tariff reductions on products like pharmaceuticals, nonferrous metals, wood and paper to generate support

in the US Congress for the entire Gatt package.

"If the EC doesn't play," she says, "we have a huge segment of trade that is not covered. They have not been willing to put together a package that has the maximum effect economically and politically."

The key to the Uruguay Round may have been disappointingly elusive, but Mrs Hills finds solace in the knowledge that she has completed "hundreds" of market-opening agreements and brought 20

climax of her tenure. She speaks almost romantically of that "magic moment" in every negotiation. "You can't slow the negotiations down or you lose momentum. You can't speed them up. There's just a momentum. You want to cut it off at the peak lest they unravel."

She gives a lot of credit to Mexico's President Carlos Salinas for his economic reforms. She knows that critics of Nafta say the US has no business integrating its economy with

the US private sector has too much sway.

She says that the US, since its earliest days, has had "people who speak out and speak clearly about their interests". The lobbyist is paid and biased and might exaggerate his case, but she weighs these views with those of industry economists and other more objective sources.

"If you are willing to listen to all this cacophonous sound, you get a far better picture than if you just hole up and read a book or, worse yet, deal viscerally with trade."

Inside the Washington Beltway, Mrs Hills is considered one of the few stars of the Bush cabinet, yet she is recognised as a public figure more often overseas than in the US. Her visit to the Taj Mahal was interrupted by the clicking of hundreds of cameras held by Japanese tourists.

She is also the only Bush cabinet official to have been burned in effigy — in France recently by farmers protesting against the farm trade deal struck in the Uruguay Round.

Mrs Hills is tough and tenacious, and is unlikely to stop pushing for a final agreement on the Round until Bill Clinton is sworn in as president.

Only then will she take home her packed boxes and sort out her options.

Would she enjoy just a bit of "lying around"? Mrs Hills responds coyly, altogether uncharacteristically: "Depends who I'm lying around with."

The key to the Uruguay Round may have been disappointingly elusive, but Mrs Hills finds solace in the knowledge that she has completed "hundreds" of market-opening agreements

that of an autocratic regime. But she still retains an abiding faith that "economic reforms go hand-in-hand with political reforms".

Mrs Hills takes no credit for her successes, giving that to "the team" in her office and her congressional and private advisers. She says: "Our trade policy is built by consensus."

She is even grateful for the much-maligned Washington lobbyist, whom she defends with some fervour, despite criticism by foreign officials that

she is swaying the trade deal.

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Talks on the draft rules package between about 20 of the key traders taking part in the 108-nation round were reconvened late yesterday by Mr Arthur Dunkel, director-general of the General Agreement on Tariffs and Trade.

The US also gave the EC further details of what it is prepared to offer on reducing very high textiles tariffs, a key Community demand, in return for EC concessions on reducing or eliminating tariffs in other sectors, notably electronics.

Russian scientists on market

By Clive Cookson,
Science Editor

SENIOR Russian scientists are joining forces to market their services to international industry — and fight what they see as western exploitation of researchers in the former Soviet Union who are being offered work at derisory rates.

Many of Russia's best-known professors, covering a wide range of scientific and technical fields from the environment to nuclear research, have joined the new organisation, known as Thesaurus. Institutional members include the Russian Academy of Science and the Moscow Institute for Physics and Technology.

French farmers demand tough line against Gatt

By David Buchan in Paris

FRANCE'S largest farming union yesterday warned that campaigning for the March general election must not be allowed to weaken the country's resolve to stand up to the US in the Gatt agricultural trade negotiations.

Mr Luc Guyau, president of the FNSEA, which groups most of France's 1.2m rural workforce, said he expected President-elect Clinton to be just as tough as his predecessor in defending American farmers' interests.

Mr Guyau said France could not simply fall in with US plans for world agricultural

trade, aimed at cutting back subsidised EC exports. It should use 1993 to move from speeches to action and veto the Washington agreement [between the EC and US on farm trade], he said.

He confirmed reports by agricultural suppliers such as Elf-Aquitaine and Rhône-Poulenc that, as a result of Gatt reforms intended to curb production, and of uncertainties about the outcome of the Gatt talks, farmers had sharply reduced purchases of fertilisers and pesticides. One FNSEA official said the level fell last year to its lowest since 1960.

Rhône-Poulenc. See International Company News.

still be reached before the current US negotiators' authority expires on March 2.

A senior US negotiator said a number of "significant sticking points" remained in talks with the European Community on industrial tariffs, and there had been little progress in the hope of making progress by next Tuesday's stock-taking meeting of the top-level Trade Negotiations Committee.

Trade negotiators will try to present the Clinton administration, which takes office the following day, with as few outstanding problems as possible, in the dwindling hope that a Uruguay Round accord can

for farm products would, as it stands, reduce imports from current levels rather than increase them.

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The US also

JANUARY 15 1993
Haitian avalanche ready to fall on US

FINANCIAL TIMES FRIDAY JANUARY 15 1993

5



Danke schön, Europa.

Every car maker strives to make good cars. At Volkswagen our business is to make better and safer cars. And it is the customer who decides what is best.

So we are proud that, once again, our customers chose to make

us Number One in Europe in 1992. Just as you did in 1985 and every year since.

We would like to say thank you for making this possible; and the same goes for our dealers and all the employees of Volkswagen.

We will continue to go on making still better cars.

Which is why we promise to do everything we can do to remain what we are. The makers of fine cars. And your first choice.



NEWS: UK

Government concedes self-regulatory body is ineffective

Press review produces pledge to curb bugging

By Ivo Dawsey and Raymond Snoddy

THE government yesterday pledged immediate steps to make electronic bugging and trespass criminal offences and promised serious consideration of a civil remedy against undue intrusion into privacy.

But it stopped short of backing the central plank of Sir David Calcutt's report into press regulation that proposed the replacement of the widely criticised Press Complaints Commission with a powerful statutory tribunal.

Mr Peter Brooke, the heritage secretary, endorsed as "compelling" the report's conclusions that the self-regulatory PCC was neither effective nor truly independent.

After cabinet discussions of the report yesterday, however, Mr Brooke told the House of Commons that a statutory body would have a constitutional significance that departed from Britain's traditional approach to press regulation. "In the light of these considerations, the govern-

ment would be extremely reluctant to pursue that route," he said. The publication of his damning review came as two UK newspapers, the Daily Sport and Kent Today, published the transcript of an alleged intimate telephone call between Prince Charles and Mrs Camilla Parker Bowles.

Sir David's report recommended the creation of a statutory tribunal which would have the power to fine newspapers up to 1 per cent of their annual revenue. Such a tribunal would also be able to use injunctions to restrain newspapers from breaching a statutory code.

It is clear that government plans to take up Sir David's suggestion made in his 1990 report, that criminal offences should be created to try to prevent intrusion, for the purpose of publication, using electronic listening devices and long-lens cameras.

Sir David suggested fines of up to £5,000 but no prison sentences for those found guilty. The government is also pre-

pared to give serious consideration to creating a tort of invasion of privacy, allowing aggrieved parties to seek redress through civil action, and look again at existing legislation on data protection and interception of telephone calls.

Sir David attacked the PCC partly because it had not been set up in the way he had outlined in his original report but also because he thought it had not done enough in celebrated cases involving the Princess of Wales or Mr David Mellor, the former heritage secretary.

The PCC has decided, for instance, that although there had been complaints about about the printing of topless photographs of the Duchess of York not to get publicly directly involved.

The report was widely criticised by the newspaper industry yesterday. Mr Andrew Neil, editor of the Sunday Times, said if all the Calcutt recommendations were implemented it would amount to the most extensive censorship there had ever been in Britain in peace time.

The government is also pre-



Peter Brooke yesterday: "compelling" conclusions

Court told of corruption at BP

By John Mason, Law Courts Correspondent

HIgh level corruption within British Petroleum led to the oil company becoming the victim of extensive fraud over its North Sea investment programme, a court heard yesterday.

Confidential details of tenders submitted for pipes and pumping equipment contracts worth up to £50m were leaked by BP employees to middlemen who passed the information on to European and Japanese companies competing for the business, Southwark Crown Court was told.

The information allowed companies to undercut rivals or push up the final price

charged to BP. Companies such as Thyssen, Sulzer Pumps UK and Borsig GMBH, along with Japanese engineering firms were among the beneficiaries of the fraud, Mr Stephen Batten QC, prosecuting for the Serious Fraud Office, said.

On trial are two of the alleged "middlemen", Mr Josef Szraiber of Mayfair, London, and Mr Paolo Sorelli of Paddington, London.

Both deny seven charges of conspiracy to defraud BP by making use of confidential information relating to contract tenders between 1988 and 1990.

There were three elements to the chain of corruption - the BP staff prepared to leak the information, the middlemen or

"pedlars" who passed it on and the companies willing to pay for it, Mr Batten said.

The corruption within BP's procurement department went to a very high level, he went on.

"Not perhaps to the very top, but certainly the sort of level which must have had good inside information," he said.

One BP employee - referred to as Mr X - was a particularly important source of information. Documents showed the "commissions" - usually three or four per cent of the contract value - were often split three ways between Mr X, Mr Szraiber and Mr Sorelli.

A Thyssen employee, Mr Manfred Reuss, also took a cut in commissions when his com-

pany won a contract, Mr Batten said. Of the middlemen, Mr Sorelli was the one with the access to BP personnel and Mr Szraiber dealt with the companies prepared to pay for the information.

Records, however, kept by Mr Sorelli to Mr Szraiber explained how Mr X would receive half of a four per cent commission as he needed to pay other people in BP's procurement division.

The trial continues today.

The trial continues today.

Britain in brief



Union seeks recruits from car suppliers

The AEEU engineering and electrical union has launched a campaign to recruit members among suppliers to Nissan's car plant in north-east England.

The AEEU is the only recognised union at the Sunderland plant and its growth in membership there - to about 2,000 out of 4,600 employees has helped to maintain its Tyne side numbers against a declining national trend.

The union - the second biggest in the UK - hopes that by recruiting members at Nissan suppliers it will strengthen its request for recognition by management, many of which rebuffed formal AEEU approaches when they first moved into the area and have no recognised union on site.

"We have the key - Nissan. We're looking for a knock-on

effect," Mr Davey Hall, AEEU Tyne district secretary, said. "It's a continuous campaign. We'll be on the doorsteps on a number of occasions during 1993."

BBCI unit to wind down

The government's Deposit Protection Board is to run down its unit for dealing with claims from BCCI depositors over the next few months.

The board has now processed most of the claims received, although the total number settled is less than 12,000 to the value of about £90m, compared with a liquidators' estimate of 32,000 UK deposits totalling \$1.1bn in BCCI SA.

Support urged for Thorp plant

Trade union leaders at Sellafield are writing to the nuclear plant's 700 Cumbria-based suppliers this week to enlist their support for a campaign backing the commission of the £2.8bn Thorp reprocessing installation.

Shop stewards are urging suppliers to write to the Pollution Inspectorate emphasising the economic importance of

Thorp - Thermal Oxide Reprocessing Plant - and have included a draft letter for guidance.

The Sellafield unions fear the entire site's future could be jeopardised, with grave economic consequences for west Cumbria, if Thorp is not commissioned.

Call for better copier deals

More than 100 MPs, MEPs and peers are supporting renewed calls for legislation to curb the activities of some photocopier suppliers.

The Campaign to Clean up Copier Contracts says it has won all-party support at Westminster for its efforts to stamp out what it calls malpractice in the supply of photocopiers.

The organisation claims to have logged more than 3,000 complaints from customers of photocopying leasing companies.

Campaign criticisms centre on unfair and onerous contract conditions, high-pressure sales techniques and misrepresentation.

Directors issue tax warning

Tax increases must not form part of the Budget if the fragile economic recovery is to be given a chance, according to the Institute of Directors.

In its budget representations to the chancellor, the IoD - a right-of-centre lobby group - warns that many powerful negative forces could yet upset the recent pick-up in business confidence.

It also called for a radical restructuring of public spending to overcome what it believes are structural rather than cyclical shortcomings of public finances.

More families in need

The number of families receiving income support rose from 2.9m in 1979 to 4.1m in 1989, according to the House of Commons social security committee.

By 1993, 6.98m people were living in households dependent on income support, compared with 4.57m in 1979.

The main groups accounting for this increase were single parents, the unemployed and long-term sick and disabled people.

Over the same period there was a rise of almost 50 per cent in the number of families with incomes below benefit level - up from 2.05m to 2.97m.

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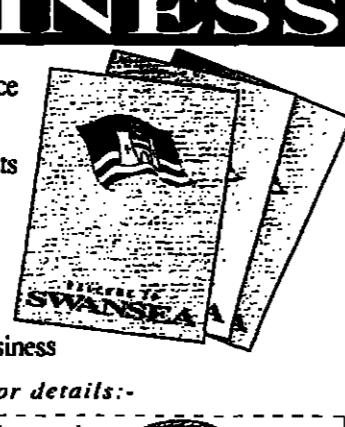
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FT11WJ

Opposition among MPs to police shake-up

By Philip Stephens, Political Editor

RADICAL PLANS proposed by Mr Kenneth Clarke to re-organise the police look set to be scaled back after running into strong opposition from the home secretary's cabinet colleagues.

Mr William Waldegrave, public service minister, and Mr Douglas Hurd, foreign secretary, have joined Mr Michael Howard, environment secretary, in opposing plans which would deprive local authorities of any real control of local forces in England and Wales.

Mr David Trimble, the Welsh secretary, has also voiced opposition to the plan to shift all police funding to Whitehall and deprive elected councils of their majorities on local police committees.

Mr David Hunt, the Welsh secretary, has also voiced opposition to the plan to shift all police funding to Whitehall and deprive elected councils of their majorities on local police committees.

Sharp increases in electricity prices over the last two years have been criticised by large industrial users, and they are eager to share in any opportunity to cut power costs.

It is, however, unclear how the government can grant one company - albeit a very large one - special access to cheaper electricity without making similar offers across industry. Even if it does, Power industry sources were warning yesterday that exemptions would only drive up costs for everyone else. Nor was it clear yesterday what stage the talks

Big industrial power users seek electricity price cuts

By David Lascelles and Paul Abrahams

THE UK power generators were inundated with inquiries from industrial users yesterday following the news that the Department of Trade and Industry may allow a special licence for PowerGen to sell electricity cheaply to imperial Chemical Industries.

Mr Peter Rost, chairman of the Major Energy Users Council, said he was told before Christmas by Mr Eggar, energy minister, that the special deal was being negotiated.

Officer, the Office of Electricity Regulation which would actually issue the licence, also confirmed that it was discussing the matter with the DITL.

DITL said it was still talking to both the government and the generating companies after 18 months and that no agreement had been reached. The company reiterated that it was deeply concerned about the future of its chlorine and derivatives business which, it said, needed a rapid cut in power costs if they were to survive against overseas competition.

Industrial concern over power prices dates back three years to when the electricity industry was privatised. Subsidies for big electricity users were phased out, leaving large

companies with sharp price increases.

ICI claims that its power bills have gone up 60 per cent since April 1991. It now pays £31 per megawatt hour compared to the £25 which it believes is major German competitors are paying.

Part of the problem lies in the way the UK electricity market works. The privatised power industry included a requirement that power generators sell all their output through the pool, the wholesale market where prices are set every half hour.

But power sold through the pool collects heavy charges for running the UK electricity system, adding 5-10 pence to bills. The solution apparently being considered by the DITL is to allow generators to sell a certain amount of power outside the pool, directly to large industrial customers. These deals would bypass the pool charges.

Doctors warn of hospital cash crisis

By Alan Pike, Social Affairs Correspondent

DOCTORS' leaders warned yesterday that UK state hospitals are facing their funding crisis in 30 years.

A meeting of the British Medical Association council adopted a resolution declaring current funding was "inadequate to deliver fully comprehensive patient care".

BMA leaders say hospitals will have to close wards and cancel operations for the remainder of the financial year because they have already spent their budgets.

The BMA met Mrs Virginia Bottomley, the health secretary, last month to warn her of its concerns over funding. But Dr Jeremy Lee-Potter, chairman of the council, said he was disappointed by her response. "Our impression was that she is going to try to ride out the storm until some new money becomes available in April."

Mrs Bottomley accused the BMA of a "glib response" that disguised the need for doctors to examine ways of using resources more efficiently.

Under the new system of NHS funding, hospitals are contracted by health authorities to carry out specified amounts of work during a year. Problems are arising now because some hospitals have already exhausted their budgets.

The BMA says many hospitals will be forced to stop non-emergency work or "solicitous business" from GP fund-holders, who have alternative sources of funds. It claims this is leading to a two-tier service.

Nissan and Vauxhall boost output

By Kevin Done, Motor Industry Correspondent

UK CAR production rose by 4.4 per cent last year helped by a substantial increase in output by Nissan, the Japanese car maker and by Vauxhall, the UK subsidiary of General Motors of the US.

Car production rose to 1,291,231 from 1,236,900 a year earlier, according to figures released yesterday by the Society of Motor Manufacturers and Traders.

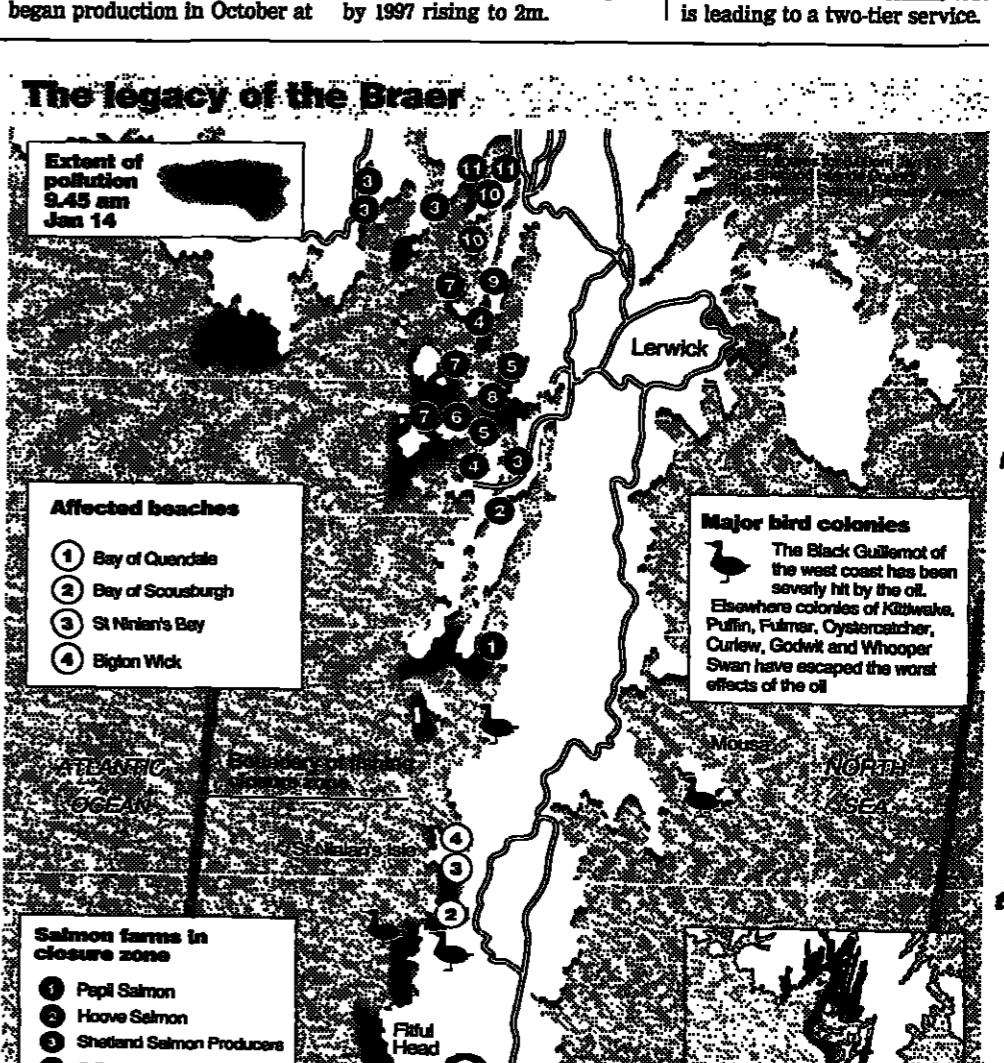
Production fell by 4.8 per cent from the peak of 1.3m in 1989 to 1.24m in 1991, despite

a 3.9 per cent fall in UK new car sales in the same period.

UK car production is now set to rise significantly throughout the 1990s largely as a result of the three new car plants under development by Nissan, Toyota and Honda.

Nissan's Sunderland plant, in north east England, which began small volume output in 1986, is expected to increase production this year to 270,000 from 179,000 in 1992. The plant is developing a capacity to produce 300,000 cars a year.

At the same time Honda began production in October at its £300m Swindon plant and Toyota started output last month at its 270m car plant at Burnaston, near Derby.



MANAGEMENT

The difficult transition from public to private ownership has thrown up strange watchwords at Yorkshire Water, one of Britain's 10 water and sewage companies privatised in 1989. Onions, Maces and Matsushita are just some of the management tools Yorkshire hopes will prompt a revolution.

Yorkshire's problem, according to senior managers, is that the structure and ethos inherited from pre-privatisation days do not suit the private sector. In places the company is overmanned and inefficient. Its management style remains too hierarchical, with little information flow except from top to bottom.

"As an ex-public sector, ex-nationalised industry, we have an attitude of saying 'No,'" according to Trevor Newton, group managing director.

Since 1990 Yorkshire has hired management consultants, sent Newton to Harvard University for three months and organised a series of workshops for managers. As a result, it has introduced a three-pronged plan - probably the most radical in the water industry - to restructure its business and change its culture.

The first prong, known as Onion, will strip away non-essential services, such as pipe laying, from the "core", regulated business. These services will have to compete in the private sector or be closed.

Last year, Yorkshire and its consultants decided that 21 of its 40 areas of business, or about 65 per cent of employees, could - over time - be put outside the core.

From next April, Yorkshire will change its structure from one based on 10 geographical regions to one based on functions, like water resources. About 100 middle to senior managers will leave the company through voluntary severance because of the change.

The largest business so far placed outside the core is Leeds Pipeline Services, a new company made up of about 60 former employees, involved in laying and maintaining water mains. It still relies on contracts from the core for most of its business. But John Fenwick, operations manager, hopes to increase non-core work to 20 per cent in the next few years.

Because work is now carried out at market prices, rather than cost, there is an incentive for LPS to maximise profit by finishing contracts early. Strict job demarcation rules have been changed and efficiency gains, which used to lead to job cuts, now mean LPS can bid for more work. Fenwick estimated time lost due to sickness and other absences has been cut by 100 hours to 150 hours a week.

Previously sceptical employees are beginning to accept the changes. Steve Penniston, a senior

Yorkshire Water is peeling away layers of old management thinking,
reports Angus Foster

Stirring up the waters



Greater expenditure on technology is complementing the new structure

shop steward, said: "So far they've stuck to their promises. It's running much more efficiently and the lads are doing better out of it."

A £750 bonus paid because performance was ahead of targets helped win employee support. Staff also noticed LPS continued to recruit workers when other companies in Leeds were laying them off.

Some employees are less happy, complaining that the drive for profits will compromise service and quality. Others say the new system has created divisions within Yorkshire Water and its management. And the hidden costs of contracting out - such as stricter and more costly monitoring of contractors' performance - are not yet visible.

John Taylor, Yorkshire's deputy managing director, acknowledged that forcing change could be disruptive. But he hopes LPS's example will prove a strong incentive. Another understated incentive is that areas which do not welcome change could lose work and jobs to areas which do.

Yorkshire's second prong is Mace, an acronym for a £75m new technology programme which could lead to greater efficiencies and further contracting out of tasks. One area being studied, for example, is the use of sensors and telemetry to identify illegal toxic waste before it reaches a sewage plant and relay this information to a central control. The sewage treatment process could then be adjusted remotely.

If they are to succeed, Onion and

Mace require another change - in Yorkshire's managers and staff. Although progress was made in the 1980s, Newton believes the company is still too hierarchical. Communication between employees and managers is poor; achievement often goes unrewarded and ideas still largely come from the top.

This works against Onion and mutes Mace. Water companies are also being told by the regulator to improve customer service standards, so Yorkshire and its employees have to become more open and responsive to change.

The new strategy was presented to Yorkshire's 100 senior managers in February 1991. They were told to spread cultural change through the company, "energise" their people, be more positive, communicate with and empower their staff and recognise their successes. Drawing on the example of Matsushita, the Japanese electronics company, Yorkshire employees were told that profit was a by-product of business, not the only aim.

The response was mixed. Newton said that about 50 of Yorkshire's 100 senior managers agree fully with the changes.

Ideas are starting to flow up management lines instead of down and managers are learning to recognise and reward good work. Most recognition is informal, like "saying 'thank you' and drinks after work," Newton said. A financial reward system, which only applied to senior management, has been scrapped. Instead, Yorkshire is studying a company-wide system based on performance.

There has been opposition among some managers to specific changes, for example an annual company-wide opinion survey asking employees what they thought of their managers.

Newton's zest for change has led to uncertainty about job security. His methods have also been unconventional. For example, he issued a memo banning team briefings in order "to improve communications". He felt Yorkshire's team briefings did not work because they only allowed information to flow from the top downwards.

Yorkshire has organised "learning, coaching and counselling" sessions where staff are taught what to expect of managers under the new system. "The way to change managers is to change the expectations of their people," according to Newton.

But he and his fellow converts admit, as products of the hierarchical public sector themselves, that some managers will never change. "I've also been brought up in an environment of shouting at people to get things done. Some people don't recognise this has to change. They will either get driven out by their people, or by me."

Why actions really do speak louder than words

Christopher Lorenz challenges a new business thesis



THE WORLDS OF

religion and politics are littered with living examples of the dictum that there is nothing more powerful - nor, sometimes, more dangerous - than the dogma of management.

In management, the same phenomenon makes for too many executives chase in zig-zag fashion after such either-or dogmas as organisational decentralisation or centralisation, diversity or focus, and employee involvement or control.

The self-delusion - and corporate risk-taking - practised by such managerial fashion followers is the target of an ambitious new book, *Beyond the Hype*, which has caused quite a stir in the US, especially around its three authors' home base of the Harvard Business School. Its central message is undoubtedly sensible: that persuasive language (or "rhetoric") plays an under-valued part in management. But the book's impact is diminished by its own degree of dogmatism. That, in turn, flows from the fact that its two main authors, Robert Eccles and Nitin Nohria, are themselves fresh converts from the hype which they now criticise.

Eccles and Nohria write: "The new world of management practices is complementing the new structure of business. It is plain wrong to claim that companies have always been as concerned as they are now with quality and customer responsiveness

products and the provision of responsive customer service. "Who could argue with such advice?" asks the duo. "When did managers think - let alone say - they were doing otherwise?"

Think about the last question for a moment, and you will see Eccles and Nohria sliding off the rails - gently in their assault on the oldness of "new" principles, but painfully in their suggestion that there is nothing new in "new" practices.

Their assertion that there are few new management concepts may shock ill-informed executives who have gleaned their ideas from airport bookstalls and the more superficial type of business school

It is plain wrong to claim that companies have always been as concerned as they are now with quality and customer responsiveness

products, perhaps plus a few highly-adaptive large ones, such as 3M. But if this were really true for a broad swathe of US companies, they would never have alienated millions of customers by producing so many ill-designed, poor-quality cars, air-conditioners and other products in the 1960s and 1970s, leaving a yawning door for the Japanese to push open. Just because ideas similar to today's have been expressed intermittently throughout the century does not mean that they have been practised widely - far from it.

The same goes for all the "human resources" (people) aspects of today's organisational principles and practices. Just because delegation and cross-functional communication - two principles of "empowered" and "horizontal" organisations - have been bandied about since the 1930s, it does not mean they have been thick on the ground in reality.

What has altered the way executives do their jobs has been the changing practical context within which such principles are now propagated. Terms such as "delegation" meant one thing to managers within the sort of steeply-hierarchical bureaucracy typical of the 1920s, 1930s and 1970s.

They mean quite another (and much more) within today's shallow, delayed hierarchies, where instead of having only five people reporting to them, many managers now have 25 or more. In such circumstances, delegated authority and decentralised responsibility really do mean what they say.

Which leaves one with the thought that the Eccles-Nohria argument should sometimes be stood on its head. Rather than rhetoric being forever changed to reflect the unaltered "essence of management", as they put it, language often changes more slowly than the managerial behaviour which it describes. Harvard professors, please take note.

*Written with James Berkley. *Harvard Business School Press*. \$24.95 in US, £19.95 in UK.

courses. But well-read managers, gurus and academics will be entirely unsurprised.

One of the chief butts of their criticism, Tom Peters, the guru, has always been the first to credit the early progenitors of many of the concepts to which he and others today attach jazzy new names.

What Peters and the best of his fellow pundits have done is not just to re-name and regurgitate old concepts, as Eccles and Nohria suggest. Instead, they have made some of them comprehensible to lay people and re-worked others to adapt them to today's context.

Thus the concept of corporate "core competencies", popularised in the last couple of years to great effect by C. K. Prahalad and Gary Hamel, may well have been developed from the ideas of more than 30 years ago. But their new formulation has an added twist to it: the notion that a company's competence, however strong, is of little value unless it is distinctive as to be virtually unique.

So much for rhetoric. When it comes to real action the Eccles-Nohria case quite jumps the rails.

LEGAL NOTICES

Company No. 1686027
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(the "Company")
NOTICE IS HEREBY GIVEN pursuant to section 7(2)(1) of the Companies Act 1985 that notice is given to members to meet with the provisions of section 391A of the Companies Act 1985 and which became effective on 14th January 1993, a payment out of capital by the Company for the purpose of the Company's assets and liabilities, being £1,100,000, and the holder of shares at a price of £11.50 per share was approved. The total amount of the payable capital payment for the shares in question is £168,256. The Statutory Declaration of the Director of Finance and Audited Report in accordance with section 173 of the Companies Act 1985 in relation to such capital payment are available for inspection at the Company's registered office. Any creditor of the Company may at any time, within the period of four weeks following the date when such notice was given, request a copy of such capital payment for the Court under section 176 of the Companies Act 1985 for an order prohibiting the payment.

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Dated 14 January 1993

In the High Court of Justice No 1007 of 1994
Chancery Division
Court of Protection

In the Matter of G.C. Carter Limited
And B.C. Green, the Liquidator, in respect of the
Bankruptcy Act 1966
And in the Matter of the
Companies Act 1985
DEATHS AND INVESTIGATIONS
TO ALL SHAREHOLDERS
OF G.C. CARTER LIMITED

TAKES NOTICE that we, Trevor David Sargeant and Brian Green, Liquidators in respect of G.C. Carter Limited, hereby give notice of the proposed sale of the assets of the Company and you are invited to attend at The Grand Hotel, 27 Swanston Street, Harrogate, Cleveland on 27th January 1993 at 10.00 am for the purpose of receiving a report prepared by the Joint Administrative Receivers and if thought fit to establish a committee ("the committee") to examine the financial affairs of the Company and to consider the sale of the assets of the Company to be held at The Grand Hotel, 27 Swanston Street, Harrogate, Cleveland on 27th January 1993 at 10.00 am. The joint administrative receivers, 31 December 1992.

Conditions which claims are wholly or partially not entitled to attend or to be represented at the meeting.

J.D. Best & D.M. Middleton
Joint Administrative Receivers
Date: 12 January 1993

Notice of appointment of joint administrators

THE AVENUE GROUP OF COMPANIES LIMITED

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Production and Marketing, Nature of business:
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classification: 38. Date of appointment of joint
administrative receivers, 31 December 1992.

Name of persons appointed as the joint
administrative receivers: Lynn Robert Barry and Stephen
Lynn Robert Barry and Stephen
Jonathon Taylor, Joint Administrative
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Notice of appointment of joint administrators

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TECHNOLOGY

At the Australian Open, beginning Monday, a computer will be calling the shots, reports Charles Arthur

A new player on the tennis court

Perhaps when John McEnroe retired from full-time professional tennis last December, he stopped too soon. Next Monday, the Australian Open tennis championships begin at Flinders Park in Melbourne, using a computerised system derived from a weapons tracking machine to call the lines. No more linespeople. No more disputed calls. No more arguments with the umpire.

The technology to be used on the three main show courts at Flinders Park has taken five years to develop. It requires costly alterations to the existing courts, but should save frazzled umpires working in heats of up to 100 deg F from the sun.

In tennis, a ball that touches any part of the line – however narrowly – is in; but deciding that with a ball travelling at up to 100 mph exhausts the human eye. Also, two people in different places can see two results, leading to the sort of arguments that McEnroe became so notorious for in his time.

The new system was developed by John Baxter and Bruce Candy at an Adelaide-based company called Tel (for Tennis Electronic Lines), where they applied their knowledge of weapons detection and radio systems to tennis.

The entire court on which the system is to be used must first be relaid. Flat cables 60 centimetres wide are set about one cm underneath the positions where the lines

(about five cm wide) will be. Then the new court (of rubberised concrete in the case of Flinders Park) is poured on and the lines painted down the centres of the cables. The cost of doing that on the three show courts at Flinders Park came to more than £130,000.

The rubber cores of the tennis balls have been used to incorporate a tiny quantity of iron particles – not enough to alter their playing characteristics, but sufficient to disturb a magnetic field (generated by an electric current) around the lines.

An on-court computer monitors these variations and decides where, over 30 cm either side of the line, the ball hit the court. The result is fed to a monitor at the umpire's chair. Tel says it is accurate to within three millimetres: only the best linespeople are consistently accurate to within a centimetre.

The system was used at last September's US Open, which like the Australian Open and Wimbledon, is one of the four main "Grand Slam" tournaments in the tennis calendar.

Although the Australian authorities intend this year to use it only in the over-35s event, Geoff Pollard, chief executive of Tennis Australia, which runs the tournament, says: "It's years ahead of anything else, and we would not be bothering to experiment with it if in a couple of years we did not intend to use it."

Pollard acknowledges that the system "has the potential to eradicate

disputes over line calls forever" but also that it "raises questions about the future culture of professional tennis".

Brian Williams, managing director of Tel, is seeking an agreement from the Association of Tennis Professionals, which runs the men's professional game. "I'm waiting for their approval of it for international play," he says.

"That has been the hardest part – not the development, but the politics. The ATP is afraid that players will demand it on all courts, which will put quite a financial burden on tournaments." But it would cut the number of linespeople needed on a court significantly – from the usual complement of the umpire and 10 people to the umpire, net-cord judge and foot-fault judge (on the baseline). And for Tel, equipping the 81 men's events and 60 women's events would be a financial bonanza.

However, because Tel presently cannot function on the portable courts commonly used during the indoor season of the men's game, that prospect may be a little way off. Williams reckons it will cost another year and A\$500,000 (£225,000) to develop such a system; after the A\$45m that has gone into development so far, that will not seem much. And he also expects soon to be installing the system on clay courts in Monte Carlo, and possibly later underneath grass courts.

The signs are that the professionals at least will quickly adapt to a system without human frailty. They have long since grown used to the "Cyclops" machine, which is used to call the service line – which the ball crosses at up to 130mph – at most major tournaments. This uses four laser beams crossing the court on and near the ball line; depending which order the ball breaks them, the system deduces whether the ball was in or not.

Cyclops first came into use in 1980, and most players accepted it as an accurate arbiter – even McEnroe. But some people are never satisfied. Once, he complained during a match that it was giving wrong calls: "I don't want to sound paranoid," he said later, "but that machine knows who I am."



John McEnroe: computerised calls may have led to fewer arguments with umpires

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Claims the combination of kit assembled in Manchester is unique. It uses the flexibility of a unix operating system, combining Apple and Hewlett-Packard equipment with Rank Xerox's own.

Pictures, artwork and graphics can be scanned in, while text comes in word-processed, digital form. Rank Xerox's own cut and paste system allows electronic assembly and page editing, while computerised imposition makes sure they are produced and copied in the right order. Programmed collation puts them together, while automatic binding turns them into book form.

Ian Hamilton Fazey

An Olympic paper chase

The IOC will make its choice of venue for the 2000 Olympics as early as September of this year.

The IOC wants simple bid documents in standard A4 size, printed on both sides to reduce weight and designed to make it easy to copy broken-out sections for experts to study particular details.

Since each bid document will run to hundreds of pages and several volumes, the race is a production management challenge. Manchester has decided to do the job in six days

with the help of Rank Xerox.

Its bid document will total 520 pages in three volumes, with parallel columns of English and French. Since some sections and illustrations will be in colour, potential problems seem enormous. If text is lengthened or shortened, or some illustrations have to be changed or dropped, the whole running order of pages could be affected.

Conventional printing methods could make this a nightmare. Just getting the imposition of pages cor-

rect on the presses, so they appeared in correct order in the finished product, would be difficult in a rush. Remaking hundreds of printing plates would also be time-consuming and expensive.

Manchester's approach will be to marry the converging high technologies of laser scanning and printing with photocopying, so that printing presses – and plates for them – will not be involved.

Russell Forsyth, Xerox's accounts manager for local government,

Worth Watching • Andrew Fisher



Safer hands at the wheel

A Scottish company has developed a car horn switch using membrane technology that provides more space for an airbag in the steering wheel centre. It will allow airbags to be fitted into any model and eliminate the possibility of dangerous fragments flying about when they are activated.

The strong, flat, safe switch from John McGavigan Automotive Products can be made for any wheel design. With few components and easy to assemble, it should save costs.

The switch will enable more controls, such as radio and light switches, to be fitted in the steering wheel, allowing the driver to keep both hands on the wheel while using them. John McGavigan: UK, 041 7765261.

Silent phone language

Deaf people will be able to talk to each other by telephone with a videophone being developed by British Telecom. BT claims it is the only company working on a system aimed at people who are deaf or have impaired hearing. Users could use sign language and lip-reading.

A video link would solve the problems of tephones, which are slow to use and thus cost more than speech phones. BT says sign language is as fast as speech and more acceptable than text. BT is refining the system after field trials and examining ways of reducing costs. BT Laboratories: UK, 0473 647448.

Absorbing the bounce

English Architectural Glazing has developed a blast-resistant glazed cladding system, providing extra protection against bomb attack, writes Richard Lapper.

EAG's glass cladding is designed to bend rather than fracture with the force of a blast – like a tennis racket hit by a ball.

The system uses frames of a special aluminium alloy. Transoms and mullions are marginally wider than those used in conventional building design, helping keep the glass in its frame. But Norman Sheildrake, managing director, says they are narrower than in other blast-proof cladding systems. The EAG system differs little in appearance or cost from standard claddings. EAG: UK, 0638 510000.

Western training goes east

Four programmers from the Moscow Oil Refinery found language barriers falling when they attended a course at Independent Computer Solutions, a London consultancy.

ICOS sees a growing market in training programmers from eastern Europe. That for the Moscow programmers was aimed at giving them a thorough knowledge of Paradox, a database language for PCs. "The biggest obstacle was the language barrier," says Ian Lucas, ICOS training manager. "All communication was effectively carried out through Paradox. The computer became the tool with which cultural and language barriers were demolished."

Moscow will send over more programmers. ICOS has employed a Russian-speaking instructor to help its east European push. ICOS: UK, 071 4940010.

Pump device plugs leaks

To guard against leakages of toxic or flammable materials, David Brown Pumps has introduced a device which can be attached to a standard double seal assembly on any pump. It eliminates leaks of liquids or gases during the pump's operation and shuts down in the event of failure.

The unit is designed to operate under any pressure (however wildly fluctuating), with any fluid (however dirty), and at any temperature (however extreme).

It uses a piston, moving vertically in a cylinder, to separate a clean barrier fluid above from the hazardous fluid transported below. It needs no electrical power, air or coolant supply. David Brown: UK, 0236 763311.

PEOPLE

Having 'a go at the Acas job'

John Hougham believes it is the improved industrial relations at Ford of Britain, where he has been head of personnel for the past eight years, that has won him what is probably the top job in British industrial relations – chairman of Acas, the government conciliation service. The job was publicly advertised for the first time and attracted a strong field – including Brenda Dean, the former print union boss, and Mike Bett, deputy chairman of BT.

Since there have been fewer big industrial disputes in recent years, the organisation has had a lower profile, and its association with the corporatism of the 1970s has even placed a question mark over its future.

But the appointment of a personnel heavyweight like Hougham, who replaces Sir Douglas Smith, the current chairman, on February 19, suggests that Acas' work, especially in the growth area of individual conciliation between employers and employees, continues to be valued. Thanks to the work of Acas only one third of 1991's 60,000 individual



John Hougham

conciliation cases ended up at industrial tribunals.

To some people, Hougham was a surprise choice but he comes with praise from both sides of industry. According to Jiminy Airlie, the main car industry official for the AEEU craft union, he is "tough but shrewd".

Following record losses, Ford is currently in the middle of a big job shedding programme, but Hougham, 55, who is formally retiring from the company, leaving it 30 years to the day after joining it as a graduate, is paid just over £80,000, down from the £200,000 plus earned by Sir Douglas, and less than his undisclosed current salary. "I'm not doing it to become a wealthy man," he says.

Replacing him as head of personnel at Ford is Bob Hill.

'Heavyweights with strong views' picked for Arjo-Wiggins Appleton

Arjo-Wiggins Appleton, the Franco-British paper group, has made a series of appointments which it hopes will reassure its British shareholders. Last year the company had a torrid relationship with its main shareholder following the sackings of its British chief executive, the resignation of a senior British non-executive director and its decision to cut the dividend.

So now AWA has appointed two British non-executive directors, George Loudon and Sir Charles Powell, both described by the company as "heavyweights with strong views".

These appointments redress the balance on the board between French and British non-executives to three each.

British investors have been concerned that St Louis, a French group with 39.6 per cent of AWA's shares, has been



Sir Charles Powell

exercising too much control, to the detriment of majority

shareholders.

Loudon is a former director of Midland Bank and chairman and chief executive of its investment banking subsidiary, Midland Montagu. Previously he spent 12 years with AMRO, the largest Dutch bank.

Sir Charles Powell, Margaret Thatcher's former foreign policy adviser, is a non-executive director of the Jardine Matheson group of companies, of NatWest – and chairman of its international advisory board – and of Tiphook, the container group.

At the same time, Gordon Bond, chief operating officer of the highly successful US operations, has been appointed

chief executive of the printing and writing paper operations in Europe. This involves responsibility for the European carbonless papers, fine papers and coated papers divisions. He will also be in charge of Cesa, the group's pulp mill in Spain.

Bond is being replaced in the US by Dale Schumaker, currently chief operating officer of Appleton Papers.

Meanwhile, Ian Kennedy, formerly an executive director at AWA and a non-executive since July 1992, has resigned, having reached normal retirement age.

Watkins turns up at Binatone

Gulu Lalvani, multi-millionaire Asian entrepreneur, founder of privately-owned Binatone, the consumer electronics group, and the man who gave Alan Sugar his first break in 1966, has now poached one of the Amstrad chairman's key aides.

This week Amstrad announced the resignation of Robert Watkins, technical director, in a terse statement. Now, less than 24 hours later, it emerged that Watkins, who has been Amstrad's technical and manufacturing director since April 1983 and was the second highest paid director after Sugar himself, is to be Binatone's new group managing director.

Watkins, who joined Amstrad in 1976, is credited with helping develop many of Amstrad's "blockbuster" products which fuelled the group's phenomenal success in the 1980s when turnover peaked at over £500m.

At Binatone he will be responsible for UK and Hong Kong operations, reporting directly to the chairman. Yesterday, Lalvani, a marketing whiz who has built Binatone into a £30m-a-year group now headquartered in Hong Kong, said: "Bob's appointment will help accelerate Binatone's global expansion by maintaining our innovative edge and making our quality electronics products available to consumers worldwide."

The appointment appears to be a significant coup for Lalvani who has sometimes been described as Alan Sugar's mentor, but who looks increasingly like challenging Amstrad head on in the European consumer electronics market.

Binatone has already overtaken BT's dominant position in the booming telephone answering machine market in the UK. It also recently bought a significant share in Germany's Loewe Betacom joint venture – previously owned by Amstrad's Betacom subsidiary.

The old friendship between Lalvani and Sugar may therefore be becoming a little strained, although the two are still dining partners when the Binatone chairman is in town. Indeed, Lalvani warned Sugar over dinner in November that his 30p-a-share buy-back bid for Amstrad would fail – and it did.

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3. Offshore Deposits
4. Bonds
5. Precious Metals/Gems
6. Unit Trusts/Mutual Funds
7. Other International Investments
8. Other
9. None

A-41

ARTS

The new bible for opera lovers

Max Loppert reviews the latest dictionary in the Grove opus

The original Grove was Sir George (1820-1900). He was a very Victorian sort of polymath: a builder of bridges and lighthouses by profession, a passionate amateur of the arts who *inter alia* conceived of and edited the very first *Grove's Dictionary of Music and Musicians*.

This was published piecemeal from 1879 onwards, and in complete form in 1880. So far, there have been six editions of the Dictionary. The first five remained more or less small operations under the control of a single editor. Then came *Grove 6*, published in 1890, and running to 20 volumes, far more than originally planned; it was edited by not just a main "Grove" - Stanley Sadie - but by three senior consulting "Groves" and 32 executive "Grovelots" in tandem. These facts, and the renaming of *Grove 6* as *The New Grove Dictionary of Music and Musicians* (because almost all articles had of necessity been newly commissioned), may stand as symbols of the growth in the amount and kind of information on musical subjects ready and waiting to be codified to the taste of the late-20th century.

It did not stop there: *Grove 6* engendered a mass of offshoots (long articles published as separate paperbacks), and then a couple of bigger developments - among them *The New Grove Dictionary of American Music* - requiring material new as well as redeployed.

Now comes the latest epic of musical explication linking the Macmillan publishing company to the Grove name. *Opera Grove* is likewise edited by Dr Sadie, decked with editorial assistants, and longer than originally intended. It follows the *Grove 6* layout and model, and claims "New" in its title for much the same reason as did *Grove 6*. That is to say: roughly 90 per cent of the articles have been newly commissioned, with the remainder reprinted from *Grove 6* (and, on occasion, altered and/or cut without the original writer's sanction, as I can personally testify).

On the other hand, the four volumes stand taller and look even handsomer than

the 20 of *Grove 6* (plush red instead of plain brown covers, gilt topping). The statistics relating to their contents - more than 5,700 pages, nearly 3,000 entries on composers and more than 2,500 on singers alone, with many others on related opera performers and departments, technical terms, theatres and cities with operatic links and traditions - are astonishing.

But then, this is altogether a pretty astonishing achievement. The meat of *Opera Grove* lies in its general articles - "Opera" itself, "Libretto" (the longest in the dictionary), "Criticism", "Production".

The dictionary is a monument to the most unstable, labour-intensive, controversial and grandest of the Western performing arts

"Stage Design", "Sociology of opera", (for its good humour and good sense) Lord Harewood's "Casting" are just some I particularly admire - and in its entries on the composers. These latter stretch wide across the historical span, from the greats to the marginal, from Mozart to the 17th-century Italian Abbati and the 19th-century Czech Josef Leopold Zvonař. New to *Opera Grove*, and hugely valuable, are the pieces on the most important individual operas of those composers - from *Figaro* to Paliashvili's *Alessandro da Eteri* and Schubert's *Die Zwillingsbrüder*.

The more prominent the composer, the longer and more copiously detailed the entry. Ditto the operas themselves. Complaint about the inclusion of lesser-known figures and works from the past seems to me short-sighted; after all, today's Legrenzi may become tomorrow's Cavalli, once

some opera or recording company has newly revealed his merits.

Up-to-date-ness has been achieved, sometimes quite remarkably. William Bolcom, whose first full-scale opera, *McTeague*, had its premiere last October, is in, with eight sensible lines of description on the new opera itself. Indeed, of the noteworthy composers of new operas I have encountered in recent years, only the young Swede Hans Gefors (composer of *Christina*) and the American Meredith Monk (creator of and performer in *Atas*) lack entries.

This suggests a degree of consistency that, unfortunately, has not been achieved in other subsidiary departments. In his Preface Dr Sadie neatly pre-empts possible criticism on this score: "The New Grove Dictionary of Opera has been written by some 1300 people and it no doubt embodies many contradictions."

Nevertheless, the degree and type of inconsistency between articles prove far more considerable than this would seem to suggest. There is a sharp disparity of "tone" between the most abstruse theoretical discussions (e.g. "Analysis"), which seem to have been directed by one academic at another, and most of the rest.

As I recall them (having contributed sections 6 and 7 of "Glück"), the *Opera Grove* author guidelines were primarily concerned with (house-)style, not substance. For the author this meant welcome freedom from stringent formula-fulfilment; but it has led to a variation in the balance struck between information and evaluation from article to article that will perhaps prove not so welcome to the amateur or newcomer to the subject.

My FT colleagues David Murray ("Strauss", full of elegantly expressed, theatre-tested perceptions) and Andrew Clements ("Berg", "Henze" and several later 20th-century figures) are among

those who seem to me to get the balance right. Other longer articles I have read that "say something" beyond the merely factual include Rodney Milnes's characteristically zestful polemic in defence of Massenet, Richard Taruskin brilliantly acute on Prokofiev and Mussorgsky, Julian Budden re-evaluating Puccini with magisterial clarity and fairness. Amanda Glauer's judicious survey of Humperdinck, Richard Osborne's unfailingly lively "Rossini"; by contrast, Julian Rushton ("Mozart") and Anthony Hicks ("Handel"), both undoubtedly scholarly in their grasp of fact and text, fail to illuminate their subjects as it were from within.

A more serious inconsistency arises in the longer single-work entries. Some give the details of first casts and those of important revivals, some do not. Some indicate key recordings, all the more important when the work is a rarity, some do not. This particular failure, an editorial rather than an authorial one, is significant. Recordings are for many people the main entry into the world of opera; the *Opera Grove* supply of discographical information is at once parsimonious and frustratingly uneven, leading to the curious situation that so huge and fact-filled a dictionary on opera should nevertheless require other sources of basic information to supplement it. I would have been happy to sacrifice the all-too-numerous entries on minor British singers to fill in at least the basic gaps.

In the matter of the singers' entries, the inconsistencies are of a different but even more troubling order: a favouritism amounting at times to absurdity in coverage of the British, and the sheer disparity in quality between the most illuminating pieces and the chuddingly unilluminating ones - the latter unfortunately far more generously supplied.

All dictionary-reviewers play the inclu-

sion-exclusion game, and no doubt Dr Sadie is already hardened to its niggly results; but - just to take the example of lower-voiced male singers - it seems to me incomprehensible that the Englishmen Roderick Kennedy, Roderick Earle and Matthew Best, honourable second-rankers all, should have been included (with, however, no mention of Mr Best's conducting sideline) when no place was found for the Frenchman François Le Roux (leading *Pélides* of our day), the Russian Vladimir Chernov (newest important "Italian" baritone), or the German Franz Grundheber (this is modesty gone mad!).

Even after so short an acquaintanceship with *Opera Grove*, I feel strongly that its editorial team badly needed - but failed ever to acquire - the dictionary equivalent of the cinematic *Continuity Cirl* or *Boy* hovering around the set to ensure that scenes matched up when filmed out of order.

Opera Grove has already been attacked, from the loomier fringes of opera criticism, for an "ideological bias" that runs counter to the notion of opera-as-theatre. For this to be the case, the dictionary would have to show much more care and consistency in organisation and content.

Perhaps this is its saving grace. Probably a more consistent *Opera Grove* could only have been created by a race of operatic *Übermenschen*. Much of it suggests it has been so created: that is the wonder of the achievement. The latest *Grove* issue keeps faith with the bridge-and-lighthouse-building spirit and enterprise of its founding father: it is a monument to the most unstable, labour-intensive, perpetually controversial and grandest of the Western performing arts.

The New Grove Dictionary of Opera, edited by Stanley Sadie. Macmillan, 4 volumes, £550, 5,724 pages

Opera/Andrew Clements

The ENO's car-lot 'Carmen' returns

David Pountney's car-lot *Carmen*, first seen in 1986, has been revived for a second time by English National Opera. Those who were repelled by it on previous occasions will no doubt stay well clear, but they will deprive themselves of some first-rate performances, not just from Sally Burgess in her return to the title role, but from almost every other member of the cast too.

Truth to tell, Pountney's translations of period and place do very little to illuminate the drama, and perhaps only emphasise that the central issues of *Carmen* are timeless ones. The urban debris of Maria Björnson's set adds little save a generalised clutter, and for all that modish detail Pountney's production functions very much like a run-of-the-mill neo-realistic show. It is post-modernism without any teeth, or a meaningful agenda. Perhaps it is just meant as a send-up, but at least it is one that has the tact to recognise those moments in the opera when real emotions come through. Nothing is done to upset Bizet's careful pacing and the musical text seems a correct, uncontested one.

It is the energy of the revival, supervised by David Sulkin, that sustains the evening most effectively. Justin Brown conducts a very serviceable account that may not always be absolutely idiomatic but recognises that

there is no space in this show for contemplation. The pace is never allowed to slacken, and the bustling detail that has gone into the chorus work is vividly portrayed; the ENO chorus and the splendid children's groups work very hard indeed.

So too do the principals. Burgess's predatory, physical, exciting *Carmen* is presented with extraordinary vividness, every element of her singing, acting and crucially speaking, is charged with intensity. She is well matched to Edmund Barham's Don José (new to the production). He sings with massive assurance and much style, and visually gives every sense of a hopeless, doomed victim, with no feeling of male superiority here.

There is a nicely frumpy Micaela from Catherine Pope, a splendid tarty pair of gypsies from Ethna Robinson and Maria Moll and a growling, convincing Zuniga from Richard Angas. The party piece, though, is Donald Maxwell's glitter-rock Escamillo, all camp and coiff, and positively poured into his skin-tight trousers.

Like all jokes, one suspects, the production itself does not repay repeated scrutiny. But the performances do, and that of Ms Burgess especially, which seems to grow steadily in command and compelling intensity.

London Coliseum; performances until February 26. Revival sponsored by Guinness plc



'The Arch of Titus', 1871, by G.F.A. Healy, Frederic Church and Jarvis McGinnis, a curious painting showing the three artists in the foreground and Longfellow and his daughter under the arch

The lure of classical Italy

William Weaver on an exhibition touring the US

When the American painter Benjamin West first saw the Apollo Belvedere during a visit to Rome in 1759, he exclaimed: "How like a Mohawk warrior!" What did he mean? His likening that supremely elegant classic figure, clad only in a decorative cape, to an equally naked James Fenimore Cooper hero wearing war-paint and feathers, showed a very 18th-century concept of nobility and a profoundly literary attitude towards native Americans. But the reaction also shows the long association between American artists and Italy.

That relationship is explored in a carefully selected exhibition first shown at the Boston Museum of Fine Arts, *The Lure of Italy: American Artists and The Italian Experience 1760-1914* (it moves on to Cleveland and Houston). West, later to settle in London, is represented by several works, including a portrait of his wife and their oldest son called Raphael, as well as a further homage to the Renaissance artist. West imitated the pose of the *Madonna della Seggiola* - a picture often copied by visiting painters to satisfy requests from art-loving customers back home.

West studied other classical works in Rome, among them the *Ara Pocula*, whose ritual procession is echoed in his neoclassical composition, *Agrippina Landing at Brindisi with the Ashes of Germanicus*, painted after the artist left Italy and settled in England. His powerful patron the Archbishop of York, who had commissioned the picture, then presented it to the King, who also became a patron of West's. Foreign travellers in those days tended to give Florence

short shrift while concentrating on Rome, Naples and its nearby Pompeii and Herculaneum. Italy represented classical civilisation and even in portraits, like the 1775 John Singleton Copley double-portrait of the wealthy Carolina merchant Ralph Izard and his wife, there are numerous references to Roman and Greek culture: an urn, a column, the Colosseum in the distance and, in the middle ground, the 1st-century AD group of Orestes and Electra.

As the 19th century began, a taste for landscape developed; and Lake Nemi, the Alban hills, the campaigna with the arches of a solitary Roman aqueduct became standard ingredients of often large paintings. The tone was even more arcadian in the works of Thomas Cole and George Inness, major exponents of the Hudson River school, ready to abandon the untamed nature of wild America for Italian landscape rich in literary resonances.

One of the most revealing curiosities of the exhibition is a canvas painted by three men (George Healy, Frederic Church and Jarvis McGinnis) in 1871, entitled "Arch of Titus". The arch, framing the colosseum, is certainly the protagonist of the picture, but it also depicts two contemporary groups: one, in the right foreground, comprises the three artists; in the other shows an elderly, white-bearded man strolling with a blond young girl. They are the poet Henry Wadsworth Longfellow and his daughter Edith. Though Longfellow had unkempt things to say about Italy he was a devoted scholar of Italian culture and a thoughtful transla-

tor of Dante. Appreciation of American 19th-century sculpture has lagged behind studies of the painting of the period, but this exhibition devotes considerable space to the works of Horatio Greenough (a Canova-like, idealised George Washington), Thomas Crawford, William Wetmore Story, Harriet Hosmer and Randolph Rogers.

Some Americans lived in Italy while remaining indifferent to modern Italy; but others shared in the turmoil and excitement of the Risorgimento years. There are occasional reflections of 19th-century reality among the works to be seen: Albert Bierstadt's genre scene at the Portico d'Ottavio fish-market has a Fellinian vivacity, and Martin Johnson Heade's "Roman Newsboys", showing two urchins against a wall with Risorgimento graffiti, is perhaps an indirect tribute to the brief Roman republic of 1848-49, which allowed a free press and the publication of Don Pirrone, that the boys are selling.

By the end of the century, the capital of expatriate artists had moved to Venice, where American hostesses fought over Henry James and Robert Browning, where Whistler visited briefly, as did the neo-impressionist Maurice Prendergast. The Italian-born, cosmopolitan John Singer Sargent paid long visits to Venice, as he did to Rome. The Whistlers and Sargents in this show are particularly appealing.

Prepared by Boston curator Theodore Stebbins, also responsible for the fine catalogue, *The Lure of Italy* opens at the Cleveland Museum in February, and in May it goes to Houston for six weeks. Foreign travellers in those days tended to give Florence

EXHIBITIONS GUIDE

AMSTERDAM
Rijksmuseum North
Netherlandish Art 1580-1820.
Ends March 7. Also Gao Qipu
(1660-1734) and the Art of
Chinese finger painting. Ends
Feb 28. Closed Mon

Van Gogh Museum Glasgow
1900. Ends Feb 7. Daily

ANTWERP
Musée Royal des Beaux-Arts
From Brueghel to Rubens: the
Golden Century of Flemish
Painting 1550-1650. Ends March
8. Closed Mon

BARCELONA
Palau de la Virreina David
Hockney: 73 paintings. Ends Feb
28. Daily

Museo Picasso Picasso: 180
paintings from the Ludwig
Collection. Ends Jan 31. Closed
Mon (Carreter Montcada 15-19)

Fundació Caixa de Catalunya
Photographic Reporting behind
the Iron Curtain 1945-90: a
chronicle of events in eastern
Europe since the Second World
War, with work by more than
40 photographers depicting the
Hungarian uprising, the Berlin
Wall, Prague Spring, the rise
of Solidarity, the arrival of
Perestroika and the fall of
Ceausescu. Ends Feb 10. Closed
Mon

BASILE

Kunstmuseum Five members
of Group 33: a retrospective of
several Swiss artists, all born
between 1900 and 1910, who
drew common inspiration from
Matisse and Surrealism, and
formed a summer artists' colony

In southern France from 1928
to 1935. Ends March 7. Also
Gustav Stettler (1912-1982) and
Max Kampf (1913): paintings
and drawings by two of the most
influential Basle-based artists
of this century. Ends Feb 7. Daily

BERLIN
Neue Nationalgalerie Picasso:
the post-Guernica period
1937-1973. Ends Feb 21. Closed
Mon

Alte Nationalgalerie The
Collection of Count Raczyński:
Paintings of the late Romantic
era. Ends Feb 14. Also Art in
Germany 1905-37. Ends April
1. Closed Mon and Tues

Brücke Museum Painting and
Sculpture of the Brücke. Ends
April 4. Closed Tues

DALLAS
Museum of Art The
Impressionist and the city:
Pissarro's series paintings. Ends
Jan 31

DRESDEN
Zwinger French porcelain in
Dresden: during a visit to Paris
in 1809, August I of Saxony
received as a gift from Napoleon
a collection of French imperial
porcelain, about 50 pieces of
which have survived in
reasonable condition. Ends April
16. Closed Fri

FRANKFURT
Schirn Kunsthalle Edward
Hopper (1882-1967): 160
paintings, watercolours and
drawings by the realist painter
of urban America. Ends Feb 14.
Also Gabriele Münter
(1877-1952): retrospective of the
influential German artist. Ends
Feb 10. Daily

BRITISH MUSEUM Howard Carter:
before Tutankhamun. Ends May
31. Daily

Design Museum Scandinavian
design in Britain 1930-70. Also
New Directions in Scandinavian
Design. Ends Feb 28. Closed
Mon

NATIONAL GALLERY OF ART Watson
and the Shark: an exhibition
based on the painting by colonial
American artist John Singleton
Copley depicting a dramatic
rescue in Havana harbour. Ends
April 11. Also The Greek
Miracle: Classical Sculpture from
the Fifth Century BC. Ends Feb
7. Contemporary Drawings and
Prints from the Permanent
Collection: 123 works by David
Hockney, Jasper Johns and
others. Ends March 14. Daily

LONDON
Royal Academy of Arts The
Great Age of British
Watercolours: 300 works by
Turner, Blake, Cotman and
others, illustrating how between
1750 and 1880 the role of
landscape painting and the
perception of the natural world
underwent a series of
revolutionary changes. Ends
April 11. Also Sickert
retrospective. Ends Feb 14. Daily

Accademia Italiana Ruskin
and Tuscany: 200 exhibits
showing the impact of Tuscan
culture on the Victorian polymath
who became the most influential
art critic and cultural historian
in mid-19th century Britain. Ends
Feb 7. Daily

Tate Gallery Visualising
Masculinities: 13 paintings and
sculptures exploring questions
about the display of the male
body in art since the mid-19th
century. Ends June 6. Daily

National Gallery Munch: The
Frieze of Life. Advance booking
through First Call 071-497 9977.
Ends Feb 7. Titan's Portrait of a
Young Man, acknowledged
as the most beautiful male
portrait by Titian in private
ownership, is now on show
under a loan agreement with
Halifax trustees. Daily

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of life

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The black hole of Calcutt

IT APPEARS that the most draconian proposal in Sir David Calcutt's review of press self-regulation, a statutory press tribunal, has already been dismissed by the government. This, at least, may be unreservedly welcomed.

The idea that the correct response to the shortcomings of Britain's press is to establish a government-appointed inquisitor, with the power to fine newspapers and prevent publication of articles which violate its standards, is one of the most ill-judged to have reached the public policy agenda for many years. It would have led to a form of official censorship unknown in peacetime Britain since the 17th century.

So what of the rest of Calcutt Two? It has three main components: a review of the Press Complaints Commission, a self-regulatory body set up after the first Calcutt committee report in 1990; and a reconsideration of two specific matters raised in Calcutt One, namely the laws on privacy and telephone interceptions.

The bulk of the report concerns the PCC, about which Sir David has two grievances: that it was not established entirely along the lines recommended in his first report and that it has failed to command public confidence. On the first point, Sir David is right, but he then hurries without presenting serious evidence to the second and his draconian conclusion.

This precipitate reasoning undermines one his best points: that the commission would have a better chance of establishing its credentials if it had more non-members. It follows that a more balanced commission would also have more authority to consider revisions to the press code of conduct, a number of which Sir David canvasses. These are points the commission should entertain.

Blue Arrow

RARELY THESE days does a clearing bank get the better of the government. However, the Department of Trade and Industry has spent £2.4m on an image-improvement exercise for NatWest.

The DTI yesterday published the report of its second investigation into the bank's role in the Blue Arrow affair. The investigation was prompted in April by a request from NatWest's chairman, Lord Alexander.

He had been concerned that the bank's image was being tarnished by allegations that it had concealed documents from the original DTI probe in 1989. These allegations were made during the Blue Arrow trials in 1991 and were widely reported in the press. Mr Tom Frost, then NatWest's chief executive, was the target of particular criticism.

However, Lord Alexander was convinced of the bank's innocence. He was totally vindicated yesterday.

The DTI inspectors are so dismissive of the allegations that there must be a question of why a full-scale inquiry was needed. The DTI's internal inspectors could

surely have satisfied themselves that no second inquiry was needed – and the DTI could have made a statement to that effect.

Instead two highly paid lawyers and an accountant were employed by the DTI to carry out a full investigation. The worst judgments that they can make of NatWest was that it was inexperienced in investment banking and inefficient – which is a case of stating the obvious.

On the other hand, the DTI has succeeded in further denting the Bank of England's reputation as a supervisor, which was bruised enough last year by widespread criticism of its supervision of the Bank of Credit and Commerce International, the corrupt international critic.

Though yesterday's report makes no direct criticism of the Bank, it demonstrates a lack of aggression in the Bank's work in maintaining the probity and soundness of UK banks. The introduction into the Bank of a new investigations department and a new legal unit, both run by outsiders, has come not a moment too soon.

Keep competing

THE ARRIVAL of Mr Karel van Miert as EC competition commissioner seems already to have raised hopes and fears in roughly equal measure. To those who regarded Sir Leon Brittan as an unreconstructed Thatcherite, Mr Van Miert's credentials may seem agreeably middle-of-the-road. For those who adhere to the idea that interventionism is the prime route to economic inefficiency, their champion seems to be defecating the enemy.

Mr Van Miert's actual views, as reported on the opposite page, scarcely bear out either view. Indeed, he has limited scope for reform, since most of his new job consists of applying existing rules. But in merger policy especially, hard cases will inevitably come his way, and it is here that he is room for unease.

In anti-trust issues, Mr Van Miert says, competition should not be the only criterion: industrial, social and other factors also apply. Indeed they do, but they are not the business of the competition commissioner. There are powerful lobbies against competition at the corporate and national level. The beneficiaries of competition are not the general public, who do not have a corresponding voice. Although industrial and competition policy ought to be two sides of the same coin, in practice they are often at variance. If the result is to be a productive compromise, it is above all necessary that the competition commissioner should fight his corner.

This is not to say that the job is a purely negative or static one. In particular, the single market will bring pressure for merger in some industries, as a direct result of the increase in competition and the

Few recent international tragedies have become so rigidly and hopelessly institutionalised as the one being inflicted on the people of Iraq. Wednesday's raid by allied aircraft on the south of the country serves principally to confirm the extent to which President Saddam Hussein on one hand, and the US, Britain and France on the other, are locked into positions from which there is no retreat and only little sign of advance.

The political career of Saddam Hussein since he fully assumed the leadership of Iraq in 1979 has been characterised by military conflict and relentlessly narrowing options. For all but four years since then Iraq has lived on a virtual war footing. The survival of the regime became, during the eight-year war with Iran and in the wake of the crushing defeat in Kuwait, the only rationale of government.

Saddam's behaviour might appear less irrational to western governments if it was better understood that domestic repression and external threats are the sole remaining pillars of his authority. He came to power imbued with dreams of Arab leadership as Egypt was abdicating that role by making peace with Israel. He tried to live out the dream by attacking Iran and later Kuwait. Both adventures were disasters for Iraq, but the flag he

The Iraqi regime is bound to remain defiant because domestically it cannot risk appearing anything less

raised of Arab defiance to Persian and western ambitions, flutters still, albeit raggedly.

Having marched down this road so consistently and for so long Saddam has no alternative but to continue.

The effectiveness of sanctions offers him no possibility of improving living conditions for the bulk of the population. The generous compensation given to the families of soldiers killed in war has long since ceased. Inflation is rampant, medical and food shortages are without privilege and without discrimination.

Recent events suggest that the laws on trespass and telephone bugging contain serious gaps. The government would do well to focus on plugging them.

It is possible that the tolerance of the Iraqi people will finally snap or an assassin will put an end to Saddam. But in the absence of such unpredictable acts the western allies are faced with an open-ended policy of containment and with it longer-term risks for the overall stability of the region.

The Iraqi regime is bound to remain defiant because domestically it cannot risk appearing anything less. It may for a while appear to accept the implementation of United Nations resolutions, such as the return of weapons inspectors to Baghdad and the removal of missiles systems from the exclusion

zone north of the 36th parallel and south of the 32nd. But the very nature of the allied response on Wednesday to his repeated provocations will almost certainly tempt Saddam to probe again within weeks or months.

The fact that Saddam virtually invited the allies to attack showed that he thought himself to be in a no-win situation. The limited allied raid inflicted little damage on the regime, enabled Saddam to appear on television heroically claiming victory against overwhelming odds, and rattled the devotees of those Arab regimes which might be vulnerable domestically to a close association with the US.

It will have been with some satisfaction that Baghdad heard Mr Sharif Zeid Bin Shaker, the prime minister of Jordan, say his government had received with "deep regret and reparation" the news of the air strikes. Arabs and Moslems felt a growing anger, he said, over the double standards in enforcing Security Council resolutions.

While the allies attacked Iraq they were not willing to do anything about the defiance to the UN shown by Israel and Serbia.

Egypt, Turkey and Syria, all vital components of the allied Gulf war alliance, expressed similar sentiments. And, with the exception of Kuwait, there is anxiety among the monarchies of the Gulf about the consequences of further attacks on Iraq.

It seems probable that the limited nature of Wednesday's air attacks were in part designed to accommodate those fears. Some Pentagon officials had indicated privately that the raids were going to be massive and widespread, an option that existed and one, which if carried out, would certainly have had a more damaging political impact on the Baghdad regime.

When further provocations come from Iraq in defiance of Security Council resolutions there will be a temptation for the allies to increase the dosage of the medicine that they have prescribed and with equally little assurance of short-term beneficial effects. But there is the risk of two, worsening, long-term side effects.

The first is the eventual disintegration of the country as a single, governable political entity. The two no-fly zones have already given the Kurds a degree of autonomy in the

Deadlocked in a costly embrace

In the wake of this week's bombing raids on Iraq, Roger Matthews explains why the west's continued confrontation with Saddam Hussein is fraught with risk

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Collision course: both George Bush (left) and Saddam Hussein are locked into positions of no retreat. USS Kitty Hawk (below) in the Persian Gulf

north, and the Shia the beginnings of a regional identity in the south. Even if Saddam goes, the structures of the ruling Ba'th party would be hard to dismantle and its officials would be still wedded to the concept of a single Iraq governed by the Sunni minority in the geographical centre of the country. The greater the suffering imposed on the people of Iraq, the greater the probable re-

tribution which will eventually flow, and the higher the risk of Iraq one day descending into the sort of political chaos witnessed in Lebanon.

Second, and even more difficult to assess, is the impact that the west's renewed military operations against Iraq will have on the peoples and governments of the Middle East. There has been no more durable

tightrope walker for the past three decades than King Hussein of Jordan, and the reaction of the government in Amman shows which way he is leaning. Elsewhere, the collapse of pan-Arabism, the now unchallenged military supremacy of Israel, the continued denial of Palestinian self-rule and the general sense of political drift have created a vacuum that Islamic fundamentalists, inspired by Iran, are striving to fill.

The perception that the US, Britain and France will do nothing to aid the Moslems of Bosnia or the Palestinians forced out of the occupied territories, while they determinedly bombing Iraq, is potent propaganda. "Why just Iraq?" was the question being asked in several Arab capitals yesterday. Whatever the western answer it will not diminish the unease of those governments, such as Saudi Arabia, which are unable to distance themselves from the allied action.

From the day last August when the government in Riyadh reluctantly permitted the return of allied aircraft to police the southern no-fly zone it had to accept a close association with policies and actions that might be deeply unpopular among Moslems throughout the world.

At the same time it was aware that the weaker that Iraq became the greater was the potential influence of Iran, which has made little attempt to disguise its contempt for the Saudi monarchy since the 1979 revolution.

In the long historical rivalry between Iran and Iraq, one's misfortune has always been the other's success. There are signs of growing concern in Washington about Iranian ambitions, nuclear and political. However much these may be denied by the more pragmatic elements of the leadership in Tehran, it is probable that the presence and actions of American forces in the Gulf will most aid those who wish to give greater substance to Washington's suspicions.

Awareness of all these risks is not, however, likely to have more than a tactical impact on the allies' pursuit of Saddam Hussein and their determination that he should abide strictly by the terms of UN resolutions. The commitment to the no-fly zones is open-ended while the dispatch of American troops to Kuwait ties Washington more closely to the survival of a government which enjoys little international respect and is subject to persistent domestic criticism.

In such a situation, where the only western response to further Iraqi provocation is military, it is almost inevitable that the allies lose control, if not of the political repercussions. That is the cost which will have to be borne from a confrontation in which Saddam Hussein, perhaps desperate and his options pared to the bone, continues to dictate the direction and pace of events.

Military objectives were achieved, but there is doubt over political goals, writes David White

Uncertain success

had been attacked before.

But whereas the semi-botched bombing of Libya did apparently succeed – in retrospect – in placing a restraint on Colonel Muammar Gaddafi, the outcome of the "spanking" of President Saddam Hussein is far from certain.

The damage caused in the precision-bombing attacks was yesterday still being evaluated. The Pentagon said Iraq's southern air defences had been "seriously degraded". But it is questionable how much President Saddam perceives this as a setback, since it was an attack that he deliberately provoked, and the outcome of which was never in doubt.

Iraqi forces put up little opposition – possibly because, as in 1991, they knew they were unable to. Mr Saddam's ostensible purpose was to show that international action

against Iraq was a US campaign founded on dubious legality, and to use that to obtain support from Islamic countries for easing sanctions.

Expressions of concern yesterday by Syria and Pakistan indicated this argument may have struck some chords. The UN Security Council's Resolution 688 of April 1991 did not go beyond telling Iraq to stop repressing its minorities and to allow access to humanitarian organisations. The justification of the US and its allies is that they need to monitor what is happening in these regions, can only do so by air, and need to ensure that they can do so safely.

The air strikes were limited to air-defence systems – missile sites and radars and command facilities – inside the no-fly zone which the US, Britain and France imposed in

August south of the 32nd parallel.

Air bases to the north of the line were not attacked, as many analysts had expected, even though they have been used for recent incursions by Iraqi fighters, including the MiG-25 shot down by a US F-16 on December 27.

However, any further allied military action could well include targets further into Iraq.

The bombing raids were the first concerted attack against Iraq since hostilities closed in February 1991,

although the allies have repeatedly wielded the threat of military action to force the withdrawal of Iraqi forces so that Kurds could move back into a haven, to obtain access for UN weapons inspectors, and to ensure the destruction of missile-making equipment.

Allied officials stressed that the

attacks were on military installations directly threatening their own aircraft. But the political objective behind the attack remains vague.

In the Gulf war, the declared aim was to oust Iraqi forces from Kuwait. This was extended to include the crippling of Iraq's offensive military capability, with a further aim – implicitly understood – of creating conditions in which President Saddam might fall.

Only after the war did the allies face public criticism in the west for not going further and – as General Norman Schwarzkopf said his forces could have done when they thrust northwards into Iraq – turning left towards Baghdad instead of right.

The message the allies now appear to be giving is that they will keep up sanctions and be ready to attack periodically until Iraq moderates its behaviour. But the political goal which military escalation – if it comes to that – would serve is still not explicit.

World Bank roundabout

With 37-year-old Larry Summers almost certain to be confirmed as David Mulford's successor as the US Treasury's international point man, the World Bank is likely to be hunting for a chief economist.

Since the job involves serving both as a personal economic adviser to Lewis Preston, the bank's president, and running a big research department, it calls for an unusual economist – somebody with administrative skills as well as a "world class" academic record.

There is also room for initiative on the vexed question of national monopolies in utilities such as telecommunications. This is a politically sensitive area. But introducing genuine pan-European competition into these markets is not only desirable in itself. It is also an essential step in establishing a single market in utilities, which is much to be desired in terms of economic efficiency.

There is another reform to which Mr Van Miert could usefully address himself. An obvious flaw of the EC system of regulation is its lack of transparency at any level. Neither the competition directorate nor the Commission are obliged to explain what calls for decisions, as the competition authorities do in the UK. The idea is occasionally mooted of a separate EC cartel office on the German model. That may be a step too far. But anything Mr Van Miert can do to explain what he is up to would save industry a good deal of second-guessing. Indeed,

transparency and accountability are the best guarantee of a fair competition policy, and therefore the strongest underpinning of Mr Van Miert's moral authority.

Secret service

"Flush... keep it dark!" The once famous watchword of Britain's wartime radio character, Commander High-Flyer, lives on at the Ministry of Defence.

Instead of holding its own briefing on the air attacks against Iraq, it told reporters to muster at RAF Strike Command in High Wycombe, originally named RAF Southdown with the object of confusing the Germans. The ministry's directions were in keeping with tradition. "Follow the signs from the town centre," they said. There are, of course, no signs.

Hence hacks spent much of the night wandering the dark

backroads of Buckinghamshire. One French reporter still didn't know where he was when he'd arrived. Fortunately, the RAF commanders were fully abreast of the latest bulletins on the operation from America. They had been watching them on CNN.

T'm a spanking correspondent'

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Younger's patience and sense of timing in dealing with the rest of the questions from the floor was exquisite. But then that is one of the few reasons for hiring an ex-politician as chairman.

Calls to order

The annual meeting season has not really got under way yet, but company chairmen fearing a nasty grilling by shareholders should take a leaf out of the Royal Bank of Scotland's book.

Aircraft carrier, jets and frigates to give British soldiers protection

UK warships will go to Adriatic

By Ralph Atkins and David White in London and Robert Mauthner in Geneva

THE UK government yesterday said it would send warships and extra troops to protect and, if necessary evacuate - British soldiers in Bosnia-Hercegovina.

Mr Malcolm Rifkind, British defence secretary, said the aircraft carrier Ark Royal, with Harrier jets and helicopters, would sail for the Adriatic on Sunday along with two frigates and three support ships carrying a total of about 2,500 personnel.

Mr Rifkind emphasised, however, that Britain's role of escorting humanitarian aid supplies would not change. The troops would not be used to intervene in fighting between rival factions in former Yugoslavia.

With many Tory MPs and ministers jittery about further UK casualties in Bosnia, Mr Rifkind stressed that the forces' task was to "enhance the safety of our troops".

UK bank cleared by probe over misconduct claims

By Robert Peston, Banking Editor, in London

NATIONAL Westminster Bank, the UK's second biggest bank, was yesterday cleared by a Department of Trade and Industry investigation of allegations that it deliberately withheld important documents from a 1989 DTI inquiry into the Blue Arrow affair.

The DTI report also said there was "no substance" to a variety of other "allegations of dishonesty and impropriety which have been levelled at senior officers of NatWest".

Lord Alexander, the bank's chairman, who had requested the probe last April, said: "This is a welcome end to an episode from which the bank learned important lessons several years ago." He had asked for the investigation, which cost the DTI £24m, in order to clear the bank's name, after criticism of the bank during the 1981 Blue Arrow trial which was repeated in *The Economist*.

Mr Tom Frost, the bank's deputy chairman, who had been accused of misleading the 1989 inquiry, said: "I am glad that the record has finally been put straight." Also cleared of misconduct was Wilde Sapti, the firm of solicitors which advised NatWest during the original DTI inquiry.

However, NatWest was criticised by the inspectors for its decision to make Mr Stephen Clark redundant shortly after the Blue Arrow trial had begun in early 1981. Mr Clark was a director of NatWest's investment bank, County NatWest, and was a defendant in the trial. He was acquitted in October 1981.

The report also gives an unusually detailed account of the Bank of England's supervision department, whose activities are normally shrouded in secrecy. It shows the supervisors as not very aggressive in investigating alleged wrongdoing at a leading bank, reinforcing criticisms of its supervision of the corrupt Bank of Credit and Commerce Internationale.

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Plans are also in hand for further possible reinforcements including heavier artillery as well as the dispatch of Jaguar ground-attack aircraft and Tornado F3 fighters to Italy. Mr Rifkind did not rule out sending further aircraft in addition to the eight Sea Harriers and 17 Sea King helicopters going with the Ark Royal task force.

The reinforcements follow about 25 serious outbreaks of violence in the past week in the area where British troops are operating, including the death on Wednesday of a lance corporal, the first fatality among UK forces.

Mr Cyrus Vance and Lord Owen, the co-chairmen of the Geneva peace conference on Bosnia, are due to fly to Zagreb today for talks on their proposed peace settlement with President Franjo Tudjman of Croatia and President Alija Izetbegovic of Bosnia.

Their meeting follows the surprise change of heart by the

leader of the Bosnian Serbs, Mr Radovan Karadzic, at the Geneva talks earlier this week, when he finally accepted the Vance-Owen constitutional plan for Bosnia, after first rejecting it.

However, Mr Karadzic's endorsement of the proposals was conditional on their approval by the Bosnian Serb assembly within seven days. The parliament is due to discuss the plan at the end of next week.

Amid rising expectations that the assembly would give its approval, in spite of the opposition of a powerful group of hardliners, the European Community yesterday warned the Bosnian Serbs that they would face additional punitive measures from the United Nations unless the plan was accepted unconditionally.

Meanwhile, Mr Haris Silajdzic, the Bosnian foreign minister, said yesterday that there would be no end to the bloodshed in Bosnia until all heavy weapons were placed firmly under interna-

tional control. Mr Silajdzic, who was on a private visit to London during which he had talks with Mr Douglas Hurd, British foreign secretary, said the monitoring of heavy weapons as proposed by the international mediators in the Geneva peace talks was not enough.

"They have to be controlled physically by the United Nations," he said. "Otherwise the killing will go on."

Measures to control the heavy weapons in Bosnia are part of the agreement on the end of hostilities which, together with the map of 10 provinces into which the country is to be divided, have yet to be discussed in detail at the Geneva talks.

So far, only the Bosnian Croats have signed all three documents of the Vance-Owen package deal.

The provincial boundaries are still disputed by both the Bosnian Serbs and Moslems, while the military agreement has not yet been approved by all parties either.

Something rotten in the government of Denmark

By Hilary Barnes
in Copenhagen

ISTARTED with an illegal decision by a Danish minister of justice, and snowballed when his cabinet colleagues tried to cover up for him. Yesterday the affair that has become known as "Famagita" turned into Denmark's most damaging political scandal since 1945.

The prime minister, Mr Poul Schlüter, who had held the office for more than 10 years, resigned last night in disgrace following the publication of a 6,000-page report by a judicial inquiry. The minority Conservative-Liberal coalition over which he had presided looks unlikely to survive.

His departure has plunged Denmark into political uncertainty just two weeks after it took over the rotating presidency of the European Community. It has removed a leader whose talents as a conciliator gave the country an unaccustomed degree of political stability. And it may, in the short term, prompt a burst of speculation against the Danish krone, which has been sporadically under pressure in Europe's exchange rate mechanism.

The affair began in 1987, when Mr Erik Ninn-Hansen, justice minister at the time, ordered civil servants to delay entry visas for the wives and children of Tamil refugees, although the Tamils had an explicit right under Danish law to bring their families to the country.

The affair began to become a serious liability for the government when it emerged that attempts were made to prevent the parliamentary ombudsman from looking into the case.

The controversy turned on whether the prime minister tried to cover up parts of the scandal in a speech to parliament in a 1988 speech.

Denmark's prime minister resigns

Continued from Page 1

Yesterday's report by High Court judge Mogens Hornslet was damning in its conclusions. Mr Schlüter "has given the Folketing (parliament) and the Folketing's justice committee incomplete information, and in the commission's view, he must have known it", Judge Hornslet concluded. The judge found that in his

THE DANISH PARLIAMENT	
Parties	Seats
Ruling coalition	
Conservative	30
Liberal	29
Supporters	
Centre Democrats	9
Christian People's	4
Radical Liberals	7
Opposition	
Social Democratic	69
Socialist People's	15
Anti-Maastricht	
Progress	12
Special seats	
Faeroes	2
Greenland	2
Total	178

1989 speech Mr Schlüter misled

MPs on nine separate points and provided them with information that was "directly wrong". The word "lie" is not used.

Mr Ninn-Hansen's successor as minister of justice, Mr HP Clausen, who was also strongly criticised for giving misleading and incorrect information to parliament, has resigned his post as parliamentary speaker.

A lawyer by profession, Mr Schlüter was Denmark's longest serving postwar prime minister. When he took office in September 1982, ending the 50-year domination of Danish politics by the Social Democratic party, the country was suffering from huge balance of payments and budget deficits and neither he nor anyone else thought that his govern-

ment would endure for more than a few months. Instead he will be remembered as the leader of a government which restored the country's finances. There is now a large current account surplus and although the budget has recently dipped into the red again, it is one of the smallest deficits in the EC.

On at least two occasions Mr Schlüter showed great political courage. In 1985, a centre-left majority in parliament was prepared to prevent Denmark ratifying the Single European Act. He dished the opposition by calling a referendum.

In 1988, the same parties created a crisis in the country's relations with Nato by demanding that alliance vessels entering Danish waters should declare whether or not they were carrying nuclear weapons. On that occasion Mr Schlüter settled the issue by calling a general election.

Following Mr Schlüter's resignation, confusion prevails as to what happens next. An election is unlikely, so there will now be an interregnum while the eight Folketing parties try to establish majority support for a successor.

The outgoing prime minister has nominated Mr Henning Dyrmeier, the finance minister, but it was unclear yesterday whether he would obtain the necessary support or whether there will be a change of government, which might let in the Social Democrats after 10 years in opposition.

Although Denmark's political crisis may leave the EC rudderless for the time being, political commentators in Copenhagen do not expect it to affect the outcome of the second Danish referendum on the Maastricht treaty on European union, which will probably be held in May.

Greater transparency in EC decision-making, more subsidiarity - the devolution of decision-making to the appropriate national, regional and local level; and a push for tougher environmental legislation.

Mr Schlüter was only one victim of yesterday's report. The Speaker of the Folketing, Mr HP Clausen, also resigned, while several senior civil servants may face disciplinary action.

Tamilites began in 1987 when Mr Erik Ninn-Hansen, as justice minister, broke the law by ordering civil servants to postpone entry permits for the wives and children of Tamil refugees from Sri Lanka.

In the UK, Euro-sceptic MPs called for debate of the bill implementing Maastricht to be suspended pending clarification of any consequences for the second Danish referendum.

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INTERNATIONAL COMPANY NEWS

Commerzbank operating profit increased by 20%

By David Waller in Frankfurt

STRONG TRADING during the last two months of 1992 helped Commerzbank, the third-largest of Germany's big banks, to increase its total operating profits by 20 per cent last year to approximately DM2.2bn (\$1.38bn).

Partial operating profits - which exclude a contribution from the bank's own-account trading activity - increased by 15 per cent to approximately DM2.07bn from DM1.8bn in 1991, Mr Martin Kohlhausen, the chief executive, revealed. Net interest income climbed by 10 per cent from DM4.2bn in 1991.

The figures, ahead of brokers' expectations, are not normally available until March or April but have been released early to support the bank's long-awaited rights issue, announced earlier this week. Commerzbank is raising DM500m via a 1-for-11 rights issue at DM200 a share.

Mr Kohlhausen gave no figures for net profits, calculated

after provisions for bad and doubtful debts. But he said it would be inappropriate to raise the 1992 dividend from the DM10 a share paid in 1991 and that the priority would be to increase provisions.

Provisions on former Soviet debt will be increased from the current level of 60 per cent to the level of other bank's provisions, likely to be about 50 per cent. The bank will be providing against its exposure to the Olympia & York property group - which stands at DM530m - and Hafnia, the troubled Danish insurance company, where the exposure is DM300m.

The result was so good last year that it allows us to make provisions so that we will no longer be affected by these cases this year," Mr Kohlhausen said.

He said that the bank had only minimal exposure to Klöckner-Werke, the steel company which last month filed for protection against creditors - and no exposure to any sizeable corpor-

ate problem cases in Germany.

In spite of the worsening economy, Mr Kohlhausen said he was confident about the current year's trading.

He argued that it was not necessary the case that the quality of loan business would deteriorate; there was evidence of high-quality companies borrowing from the bank again where more prosperous times they could finance themselves through cash-flow.

The rights issue was planned for last September but was postponed due to turbulent market conditions. The decision had been taken to raise the cash to remove uncertainty from the share price over the timing of the issue - and because of uncertainties facing the German stock market, Mr Kohlhausen explained.

He thought the positive impact of a cut in interest rates by the Bundesbank could be offset by poor corporate news and the worsening of the economy.

Analysts said that following last year's collapse of UNI Stoibrand into the hands of government-appointed administrators, a number of domestic insurers had acquired some of UNI's business.

Vital said it suffered a net outflow of reserves and funds totalling NKR700m, representing a NKR6m reduction in annual premiums.

Vital Pekon, a subsidiary which administers pension

schemes, had agreements with 25 funds, 13 secured last year, with NKR80m of premiums and reserves under management and annual premiums of NKR500m.

UNI Stoibrand lost an estimated NKR225m in annual premium payments in 1992 on pension schemes covering NKR2.8bn, while Gjensidige, also among the top five insurers, lifted annual premium income last year by NKR100m.

This comes after putting

SBC in SFr122m bid for Hypobank

By Ian Rodger in Zurich

SWISS BANK Corporation (SBC) is making an agreed share exchange bid for Hypothekar- und Handelsbank Winterthur (Hypobank), a quoted regional bank based in Winterthur, worth about SFr122m (\$85.3m).

The bid, the latest in a series of takeovers in the overcrowded Swiss banking sector, reflects the growing pressure on small banks dependent on depressed domestic commercial and property business.

Last week, in the biggest acquisition to date, CS Holding, the parent company of Credit Suisse, launched an agreed share exchange worth SFr1.5bn for Swiss Volksbank, Switzerland's fourth-largest bank.

SBC, the second-largest bank, said it did not seek to expand its domestic retail presence massively and so had not made a bid for Volksbank. But it would consider opportunities in regions where it was weak. This, it said yesterday, was the case in north-east Switzerland, where Hypobank was active.

Hypobank, in which Winterthur Insurance has a 77 per cent stake, has assets of SFr1.53bn and, at end-1991, reported net equity of SFr107m. Profits plunged in 1991 to SFr100,000 from SFr6m, and SBC said yesterday it made a small profit last year.

Final terms of the offer to all shareholders are to be set by accountants Coopers & Lybrand, but SBC expects it to be at the rate of three of its bearer shares for each of the 125,000 Hypobank bearer shares. SBC bearer shares closed yesterday up SFr1 to SFr326.

Postipankki in red

POSTIPANKKI, the Finnish state-owned bank, said its 1992 net loss deepened to about FM600m (\$110m), compared with a loss of FM135m in 1991, Reuter reports from Helsinki.

But losses continued to plague its engineering group, which is suffering from the

Rhône-Poulenc cuts profit forecast

By William Devkins in Paris and Paul Abrahams in London

RHÔNE-POULENC, the French state-owned chemicals group scheduled for partial privatisation by the end of the month, yesterday estimated that operating profits rose between 5 per cent and 10 per cent last year and that net earnings would also rise.

The announcement, the third time Rhône-Poulenc has downgraded its 1992 operating profits forecast, comes a fortnight before the February 1 deadline which the government has set itself to sell to the public at least 5m Rhône-Poulenc shares, 10.6 per cent of the total.

Company forecasts for growth in operating profits this year have already been halved

from 20 per cent to 10 per cent. By mid-morning, Rhône-Poulenc investment certificates - or non-voting shares - had fallen to FF151 and ended the day down FF15 at FF151.

Analysts in London were divided about the implications of the announcement. Some believed it had effectively released all available information in preparation for the share sale. However, Mr Michael Woodcock, French analyst at Nikko Europe, said it was possible market conditions were such that the government could postpone the issue.

The lowest price is set by a Comité d'Evaluation des Entreprises Publiques, a body which ensures the government receives a fair price for its shares. The lowest price is

FF150 more than its initial forecast, on which it made a FF150 capital gain. It estimated debts fell to less than 50 per cent of shareholders' funds by the end of 1992 and said Rhône-Poulenc was holding to its objective of cutting gearing to 50 per cent by 1994.

Net distributable profits fell by 21.4 per cent to FF1.1bn in the first nine months of 1992, or declined by 2.6 per cent before payments to preferred shareholders. Net profits in 1991 rose by 3 per cent to just over FF1.2bn.

Mr Tiroulet expected group operating profits to rise again this year, despite the fact that Rhône-Poulenc is expecting economic conditions to get worse.

Lex, Page 12

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Lex, Page 12

Pirelli sells Milanese property interest

By Halg Simonian in Milan

PIRELLI, the loss-making Italian tyres and cables group, has taken a further step in its financial recovery with the sale of a large part of its property interests.

The company has raised over L190bn (\$135m) by disposing of much of the land in its Tecnocity property development project.

The sale should realise an extraordinary gain of around L80bn in the 1992 accounts.

Items in its 1992 accounts. The group has been involved in a significant restructuring programme, with substantial job losses and some plant closures.

The Tecnocity site, which won outline planning approval late last year after lengthy bureaucratic delays, has been split into 11 separate lots. Each will be developed by a separate company.

Milano Centrale Immobiliare, a property development group associated with Pirelli, will have an average 26

per cent stake in each.

Milano Centrale Immobiliare, which recently established a closer relationship with Knight Frank & Rutley, the UK property consulting group, is owned by Pirelli & C, the ultimate holding company for Pirelli.

No financial projections have been revealed for the Tecnocity scheme. However, the project is one of the biggest new office development schemes in Milan at present.

Thyssen Industries soars 50% to DM460m pre-tax

By Ariane Genillard in Essen

recession trends on the car industry.

Mr Eckhard Rohlmann, chairman of the board, said however that losses in the engineering divisions had been halved over the previous year and now stood "under DM40m".

The group will transfer DM185m to Thyssen AG, the parent company which also owns Thyssen Stahl, the loss-making steel operations. This compares with a DM62.1m transfer in the year ended September 30 1991.

The group, which produces components for the transport and energy sector, saw its sales rise by 4.2 per cent to DM4.7bn. Strong results were recorded in its elevators, transport technology and maritime innovation divisions.

But losses continued to plague its engineering group, which is suffering from the

Aerospatiale sales climb but markets remain tough

AEROSPATIALE

the French state-owned aerospace company, yesterday revealed its turnover and orders rose slightly in 1992, but markets remained tough and were unlikely to improve in 1993.

Reuter reports from Paris.

Mr Louis Gallois, chairman, said sales rose to about FF151bn (\$9.4bn) from FF148.6bn in 1991.

Aerospatiale booked orders worth about FF193bn in 1992, bringing its order book to FF149bn at the end of 1992, representing three years' work.

In 1991 it booked FF188bn in orders, and its end-1991 order book represented 2.6 years' work.

Mr Gallois declined to com-

ment on 1992 earnings, saying he would not discuss these before the company's board had approved them.

"If I were much richer, I'd be much happier," Mr Gallois said.

At the end of 1992 Aerospatiale had debts of FF16.5bn against FF14bn a year earlier, he said.

The company received a shot in the arm last year from the decision by Crédit Lyonnais, the French state-owned bank, to buy a 20 per cent stake in it, which took effect on January 1, 1993.

In addition to the possibility of acquisitions, Mr Gallois said his company could seek further alliances or deepen existing links.

Norway insurer gains business

By Karen Fossli in Oslo

VITAL FORSKRINK, one of Norway's top three insurers, has won domestic corporate pension scheme business in 1992 worth additional funds of a net NKR1.16bn (\$166m) and annual premium income of NKR100m.

Gross new business last year reached an estimated NKR1.3bn, providing annual premium income of NKR115m.

This comes after putting

aside Nkr34bn for bad debts, a 107 per cent increase on the 1991 provision for non-performing loans.

One of the most aggressive of the domestic savings banks, as well as the biggest, La Caixa has diversified in recent years to offer a full range of financial services, including commercial banking.

Mr Josep Villarasa, La Caixa chairman, said yesterday funds managed by the savings bank had increased by 11.3 per cent last year.

Last year, it signed an ambitious joint venture agreement with the Dutch-Belgian group Fortis aimed at securing a leading position in the Spanish insurance market.

Mr Josep Villarasa, La Caixa chairman, said yesterday funds managed by the savings bank had increased by 11.3 per cent last year.

But losses continued to plague its engineering group, which is suffering from the

La Caixa posts 6.4% advance

By Tom Burns in Madrid

LA CAIXA, the Barcelona-based financial institution that ranks second after Italy's Cariplo among European savings banks, raised pre-tax profits last year by 6.4 per cent over 1991 to Pta42.2bn (\$366m).

This comes after putting

aside Pta34bn for bad debts, a 107 per cent increase on the 1991 provision for non-performing loans.

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Notice of Annual General Meeting

The Shareholders of Perstorp AB are hereby invited to attend the Annual General Meeting to be held on Saturday, 30th January, 1993 at 10 a.m. (Swedish time) at Persgården, Perstorp AB's employee centre in Perstorp, Sweden.

Agenda

- Election of Chairman to preside at the Meeting.
- Preparation and approval of a voting list.
- Election of two persons to approve the minutes.
- Examination of whether the Meeting has been properly convened.
- Presentation of the Annual Report, the Auditors' Report on the Parent Company, the Consolidated Accounts and the Auditors' Report on the Group.
- Consideration of resolutions in respect of the following:
 - the adoption of the Parent Company Income Statement, the Parent Company Balance Sheet, the Consolidated Income Statement and the Consolidated Balance Sheet;
 - the appropriation of the Company's profit according to the adopted Balance Sheet; and
 - the Directors' and the Managing Director's discharge from liability.
- Determination of the number of Directors and deputy members of the Board and Auditors.
- Determination of the fees for the Board of Directors and the Auditors.
- Election of the Board of Directors and the Auditors.
- The Board of Directors' proposed amendments to the Articles of Association concerning:
 - a modernisation of the pre-emption clause regarding the A-shares;
 - an obligation for a shareholder upon reaching ownership levels of 33 1/3 or 50 per cent of the total number of votes in the Company to redeem at the request of any other shareholder their shares in the Company; and
 - some minor amendments of a technical nature.
- Closing.

In order to take part in the Annual General Meeting, Shareholders must be registered in the Shareholders' Register maintained by the Swedish Securities Register Centre (Värdepepparkränten VPC AB) not later than Wednesday, 20th January, 1993. Shareholders who have placed their shares in trust must temporarily re-register the shares in their own names to allow them to participate in the Meeting. Such re-registration must be made not later than Wednesday, 20th January, 1993.

A Shareholder may attend and vote at the Meeting in person or by proxy. However, in accordance with Swedish practice the Company does not send forms of proxy to its Shareholders. Shareholders wishing to vote by proxy should submit their own forms of proxy to the Company.

Notification of intended participation at the Annual General Meeting must be given to Perstorp AB not later than Tuesday, 26th January, 1993 at 3 p.m. (Swedish time):

- by telephone, by calling (010) 46 435-38286 (direct line); or
- by mail, addressed to Perstorp AB, S-284 80 Perstorp, Sweden.

The Company will confirm receipt of notice of participation by sending an admission card to be shown at the Meeting. This confirmation will also include a detailed description of the most suitable route to Persgården.

The Board of Directors has decided to propose that the Record Date for dividends be Wednesday, 3rd February, 1993. Should this be approved, it is anticipated that the dividend will be distributed by the Swedish Securities Register Centre on Wednesday, 10th February, 1993.

The complete proposal of the Board of Directors regarding the amendments to the Articles of Association will be made available for inspection by the Shareholders at the head office of Perstorp AB in Perstorp and at the offices of Eriksdals Securities, Skandinaviska Enskilda Limited at 26 Finsbury Square, London EC2A

Digital stock soars as losses narrow

By Louise Kehoe
in San Francisco

DIGITAL Equipment yesterday unveiled better-than-expected second-quarter results, with losses narrowing as the computer manufacturer cut costs and restructured its operations.

Net losses for the quarter were \$73.9m, compared with a net loss of \$155.2m in the second quarter of fiscal 1992. Operating revenues of \$8.7bn were up 6 per cent from \$8.5bn on a year ago.

Losses per share amounted to 57 cents, against \$1.25, but Wall Street analysts had predicted losses of around 86 cents per share. Digital's share price rose sharply on news of the results to trade at \$39 before

the close, up from Wednesday's close of \$31.75.

Net losses for the first half were \$334.4m, against a loss of \$629.1m last time, which included a \$485.5m charge for a change in accounting for retirement health benefits.

Total operating revenues for the period were \$7bn, up 3 per cent from \$6.8bn last year.

Per share results were a \$2.60 loss, against a loss of \$5.05.

"We are encouraged with our progress toward the transformation of Digital," said Mr Robert Palmer, president and chief executive.

Mr Palmer, who succeeded Mr Kenneth Olsen - Digital's founder - as president in October, recently announced plans to restructure the company into nine business units.



Robert Palmer: encouraged

"Beginning in fiscal year 1994, these business units will have all of Digital's worldwide

profit responsibility," Mr Palmer said yesterday.

Mr William Steudl, vice-president and chief financial officer said: "While we were encouraged by our improvement in overall operating results compared with last year, results from some countries outside the US remained soft. Given the economic uncertainties worldwide, our outlook remains cautious."

"Our cost reduction efforts are continuing to produce results," he added. "Research and development spending declined by \$15m and sales and general spending was essentially flat compared with the second quarter of last year."

Digital cut its workforce by almost 6,500 to 102,100 during the second quarter.

S&P credit warning for US carriers

By Nikki Tait

STANDARD & POOR'S, one of the large Wall Street rating agencies, yesterday placed the debt securities of the three largest US carriers on creditwatch with a view to downgrading them. The companies are AMR, parent of American Airlines, UAL, parent of United, and Delta Air Lines.

The rating agency said the creditwatch listings were based on adverse industry and competitive developments that have worsened an already negative credit outlook.

S&P cited the prevalence of foreign investment in second-tier US carriers, which was allowing these airlines to maintain operations and "potentially pose more significant competition".

Air Canada, for example, planned to invest in Houston-based Continental Airlines, while KLM Royal Dutch Airlines planned to integrate operations with Northwest Airlines.

S&P pointed to the continued operation of bankrupt carriers, which were prolonging industry overcapacity caused by weak demand and over-aggressive aircraft orders.

Strong gaming results lift Hilton

By Nikki Tait in New York

HILTON Hotels, the California-based lodging and gaming company, yesterday reported a 23 per cent improvement in after-tax profit during 1992, to \$103.9m. The advance was largely due to better results from the casino side, with the hotels turning in a flat performance.

Overall, the company posted operating profits of \$219.5m for the year, a 19 per cent improvement. Within this, however, the gaming division - boosted by the purchase of the Reno Hilton at the end of July - made \$153.4m, up from \$115m, while the hotels side posted

operating profits of \$91.5m, slightly lower than the previous year's \$92.9m. Total revenues were \$1.23bn, an 11 per cent advance.

During the fourth quarter, net profits were \$26.5m, down from \$28.6m in the same period of 1991. Operating profits were marginally higher at \$56.4m, but although the gaming division showed a 33 per cent operating profit improvement, the hotels slipped by 6 per cent.

Yesterday, Hilton said it continued to see "weak conditions in certain key markets", on the hotel front, and average room rates were lower than in 1991 "due to competitive conditions".

Hilton said it planned to spend \$246m on expansion and renovation of properties in Nevada during the next two years and estimated the cost of its gaming riverboat venture in Kansas City - which is still subject to approval by local residents - at \$75m.

Hotel occupancy for 1992, however, increased to 66 per cent - a couple of percentage points higher than in 1991.

On the gaming side, the company was much more optimistic.

The Nevada property saw occupancy rise from 85 per cent to 87 per cent, with an increase from 81 to 86 per cent in the final quarter.

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Motorola's products and services continued to grow in the fourth quarter said Mr George Fisher, chairman and chief executive. "While economic conditions remain uncertain in Europe and Japan, robust growth should continue in Asia Pacific markets.

"We expect North America to continue the modest recovery from the 1990-91 recession."

Motorola said its semiconductor sales increased 22 per cent to \$4.48bn in 1992. In communications, sales rose 14 per cent to \$4.14bn.

The Government Electronics Group's sales fell 8 per cent to \$850m.

The group recorded an operating loss, compared with a profit a year ago which stemmed from increased investments in the proposed Iridium global communications system.

Motorola's computer business, which has been a weak performer in recent years, increased sales by 7 per cent to \$625m.

The group posted an operating profit, compared with a loss a year ago.

The company's efforts to haul itself out of Chapter 11

Swedbank to seek state support

By Christopher Brown-Humes
in Stockholm

SWEDBANK yesterday became the latest Swedish bank to seek government support, in a further indication of the extent of the crisis facing the country's financial sector.

The bank, which claims to be the largest bank in the Nordic countries after being formed from 11 savings banks, said it was worried that continuing recession in the Swedish economy would put it in breach of

its decision to seek discussions with the Finance Ministry means Svenska Handelsbanken is the only leading Swedish bank not to be inquiring about or already receiving state support.

In the first eight months of 1992, Swedbank suffered an operating loss of SKr6.5bn, after loan losses rose to SKr10.4bn. Its capital adequacy ratio stands at around 8.5 per cent, but is likely to fall below 8 per cent this year without an economic upturn.

Swedbank had already warned it might have to seek state support if the economic outlook did not improve.

This announcement is neither an offer to purchase nor a solicitation of an offer to sell these securities.
The offer is made solely by the Offer to Purchase dated January 13, 1993.

U.S.\$802,815,000

HYDRO-QUÉBEC

10.70% Debentures, Series GV, Due October 15, 2007
11 1/4% Debentures, Series DS, Due October 15, 2009
13 1/4% Debentures, Series EC, Due October 15, 2010
13 3/4% Debentures, Series FG, Due February 15, 2013
13 1/4% Debentures, Series FL, Due December 15, 2013

Fixed Spread Tender Offer

Hydro-Québec has offered to purchase any and all of its outstanding Debentures of each series listed below. The Purchase Price for a Debenture of any series will be the price resulting from a yield to the Call Date for such series equal to the sum of (i) the yield to maturity of the benchmark U.S. Treasury Note designated below in relation to such series as calculated by the Dealer Manager in accordance with standard market practice, based on the bid price for such benchmark U.S. Treasury Note at the time the holder agrees to tender such Debenture displayed on the Cantor Fitzgerald Quotation Service for U.S. Government Securities, in the case of Series GV, DS and EC, and on page GOVT PX6 of Bloomberg, in the case of series FG and FL, plus (ii) the fixed spread for such series of the Debentures designated below (such price being rounded to the nearest cent per U.S. \$1,000 principal amount of Debentures). In addition, Hydro-Québec will pay accrued interest from, and including the date of, the last regular payment of semi-annual interest up to, but not including, the Settlement Date, which shall be the fifth New York business day following the date on which the holder agrees to tender such Debentures. The terms of the Tender Offer are more fully described in the Offer to Purchase dated January 13, 1993.

Issue	Amount Outstanding	Benchmark U.S. Treasury Note	Fixed Spread (in basis points)
Series GV	U.S. \$250,000,000	6 % Note due 12/31/97	65
Series DS	U.S. \$197,986,000	4 1/2% Note due 12/31/94	40
Series EC	U.S. \$128,404,000	5 1/2% Note due 11/15/95	45
Series FG	U.S. \$ 89,400,000	8 1/2% Note due 2/15/98	53
Series FL	U.S. \$137,025,000	8 1/2% Note due 11/15/98	53

Debentureholders may ascertain the purchase price applicable to any series of Debentures at a particular time by contacting Merrill Lynch & Co. at the telephone number listed below.

THIS TENDER OFFER EXPIRES AT 5:00 PM., NEW YORK TIME, WEDNESDAY, JANUARY 27, 1993. NO TENDERS WILL BE ACCEPTED PRIOR TO 9:00 A.M. OR AFTER 5:00 PM., NEW YORK TIME, ON ANY NEW YORK BUSINESS DAY DURING THE TERM OF THE OFFER.

Requests for copies of the Offer to Purchase and questions relating to the Offer to Purchase and this announcement should be directed to:

Steve Renahan or Franklin Lee
(212) 449-1240
(collect)

Dealer Manager:

Merrill Lynch & Co.

January 14, 1993

Market Myths and Duff Forecasts for 1993
Corporate profits will soar, bonds have had their day, the US dollar is in a bull market... You did NOT read that in *Fuller's Money* - the Econoclast's investment letter.

Call Jane Folquharson for a sample issue (price only)
Tel: London 71-439-4761 (071 in UK) or Fax: 71-439-4765

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Motorola lifted by record fourth term

By Louise Kehoe

MOTOROLA'S share price rose sharply yesterday on record fourth-quarter sales and earnings, driven by strong growth in the US electronics manufacturer's communications and semiconductor businesses.

The share price was 6% higher at \$11.19 before the close in New York.

Net earnings for the quarter were \$181m, or \$1.35 a share, up from \$126m, or 96 cents, a year ago. Revenues were \$2.71bn, up 22 per cent from \$2.44bn in the corresponding period a year ago.

Net earnings for the year were \$453m, or \$3.39, after a \$123m charge for accounting changes related to retirement benefits, compared with \$454m, or \$3.44, last time. Sales increased 17 per cent to \$13.3bn from \$11.8bn in 1991.

Worldwide demand for Motorola's products and services continued to grow in the fourth quarter said Mr George Fisher, chairman and chief executive. "While economic conditions remain uncertain in Europe and Japan, robust growth should continue in Asia Pacific markets.

"We expect North America to continue the modest recovery from the 1990-91 recession."

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The group posted an operating profit, compared with a loss a year ago.

The company's efforts to haul itself out of Chapter 11

Bank of New York profits climb sharply to \$369m

By Alan Friedman
in New York

THE BANK of New York, a large and conservatively-managed commercial bank, turned in net profits of \$369m, or \$4.23 a share, for 1992, up sharply from \$22m, or \$1.28, in 1991.

Earnings were helped by stronger fee income, wider interest spreads and lower bad debt provisions.

Net income in the fourth quarter of 1992 was \$104m (\$1.14 per share), up from \$66m, or 80 cents. Return on equity was 15.12 per cent.

Bank of New York's acquisition of the branch business of Barclays Bank of New York was completed last December 11, providing a small contribution to earnings. The Barclays purchase added \$54m to non-performing assets, but the net total of such assets declined by \$86m last year to \$831m.

Net income for 1992 was \$104m (\$1.14 per share), up from \$66m, or 80 cents. Return on equity was 15.12 per cent.

Bank of New York's bad debt provisions in 1992 were \$427m, down from \$746m in 1991.

On Wall Street, its share price was 8% higher at \$55 before the close.

First Chicago turned in fourth-quarter net earnings of \$138.6m, or \$1.53, compared with a \$15.1m loss in the corresponding quarter of 1991. Earnings for the whole of 1992 were \$93.5m, down from \$116.3m the previous year.

Mr Richard Thomas, chairman, said the level of non-performing assets declined to \$414m, the lowest since 1993, and commercial credit quality was improving.

Bad debt provisions for 1992 were \$425m, down from \$440m. The bank's return on its \$49.3bn of assets in 1992 was just 0.17 per cent, even lower than the 0.22 per cent a year before.

In New Jersey, First Fidelity

said its 1992 net earnings were 11.8 per cent higher at \$313.7m.

The bank's fourth-quarter net profit was 5.9 per cent better at \$89.6m, while the return on assets was 1.15 per cent.

The New Jersey bank, which has been hit in the past by heavy commercial real estate loan losses, had embarked on a recovery campaign. But Mr Tony Terraciano, chairman, said: "We have come only part way in our efforts to bring the company to its full earnings potential."

In Florida, Barnett Banks, one of the biggest in the state, said its fourth-quarter net income fell to just \$5.3m in 1992 from \$44.1m in the previous year because of a \$92.6m restructuring write-off that resulted from its merger last month with First Florida.

For the whole of 1992 Barnett earned \$207.7m of net profit, up sharply from \$81.4m in 1991.

FCC forecasts significant turnaround

INTERNATIONAL COMPANIES AND FINANCE

Nissan and Mazda in supply deal

By Charles Leadbeater

in Tokyo

NISSAN and Mazda, two of Japan's leading carmakers, have agreed to provide each other with small vans and light trucks in a significant step towards the consolidation of the hard-pressed Japanese motor industry.

Under the deal, Nissan is likely to suspend production of some of its light commercial vehicles and instead sell trucks supplied by Mazda. Mazda will streamline its range of vans by being supplied by Nissan.

Mr Yoshifumi Tsuji, Nissan president, said the alliance was designed to improve profitability by reducing development costs.

The partnership is the latest sign of the pressure Japan's vehicle makers are under to cut costs in response to sharp falls in profits over the past two years.

It follows a similar deal announced last month between

Izusu and Honda. Izusu will supply Honda with its Rodeo recreational vehicle, plugging an important gap in Honda's product range. Honda will supply Izusu with small passenger cars. Izusu is pulling out of passenger car production.

The pressure for consolidation among the weaker producers in the Japanese car industry, which is struggling beneath a burden of excess production capacity, marks a sharp change of fortune.

Until about 18 months ago, the Japanese producers were confidently expanding across the world and widening their product ranges. In the past year, cuts in capital investment have become widespread, companies are lengthening the gap between model changes and pulling in their horns internationally.

Analysts believe the current downturn may usher in an era of slow growth in car demand which will make it increasingly difficult for Japan to sup-



Yoshifumi Tsuji: expects alliance to cut costs

port nine fiercely competitive car producers.

The Japanese industry is separating into two groups. Companies such as Toyota, the leading producer, Mitsubishi and Suzuki are weathering the downturn in relatively sound financial health.

However producers such as Nissan, Mazda and Honda have been badly hit by declining sales just as they are shouldering the financial burden of heavy investments they made in the late 1980s.

Mr Koji Endo, analyst at S.G. Warburg securities said: "No Japanese maker other than Toyota has the resources to sustain a comprehensive product range. This deal is the first step towards a wider partnership and other companies will have to follow, targeting their resources at specific segments of the market."

Nissan reported a loss in the six months to the end of last September of Y14.24bn (\$1.3m) largely because it has been losing market share in Japan's declining market. Nissan's sales in Japan last year fell by 20 per cent to 545,78 units and its market share fell by 1.2 per cent to 22 per cent.

Mazda reported a 7.8 per cent fall in pre-tax profits for the first half of the year to Y3bn.

Investment cut planned by Japan Airlines

By Bethan Hutton in Tokyo

JAPAN Airlines yesterday announced drastic restructuring plans aimed at reversing pre-tax losses estimated at Y50bn (\$398m) for the year to March 1993.

Over the next two years the airline plans to cut investment by Y100bn a year and costs by Y100bn next year. Total investment for 1993-1997 is now projected at Y1,000bn rather than the original Y1,600bn. JAL says this will enable it to break even in the next financial year, return to profitability in 1994, and restore dividends in 1995. The airline made pre-tax losses of Y6.4bn last year.

Restructuring plans were first announced in June, but deepening losses have made further action necessary. JAL blames its difficulties on falling international passenger demand, particularly from business travellers, and increased competition.

The main target of capital spending cuts will be the introduction of new aircraft. The scheduled acquisition of 25 Boeing 747-400s will be delayed, but five smaller-capacity Boeing 767s will be added to 35 other aircraft already on firm order. Cuts in ground investment include three large airbase-based projects, and leasing rather than buying information systems.

JAL aims to decrease its reliance on international traffic revenues from 70 per cent to 60 per cent over the next four years by increasing its share of the domestic flight market to at least one-third.

Withdrawal from some unprofitable international routes and increased capacity to more popular destinations, such as Shanghai, Hawaii and Rome are also planned.

The airline said personnel would be further reduced, after about 400 jobs cuts last year, but gave no indication of the scale of possible cuts. The hiring of ground staff, which was halved in this financial year, will be frozen in 1994.

Akai makes losses as domestic sales sink

By Robert Thomson in Tokyo

AKAI Electric, the Japanese video and audio equipment maker, yesterday blamed a Y347m (\$1.97m) pre-tax loss for the year to the end of November on the collapse of domestic demand for consumer electronics and on currency fluctuations in the European market.

The Tokyo-based company, which reported a pre-tax profit of Y2.4bn in the previous year, said sales fell 13.5 per cent to Y56.6bn, reflecting the particularly harsh conditions in the domestic market, where video cassette recorder output slid 21.4 per cent in the third quarter last year.

During the same quarter, tape recorder output by the Japanese industry fell 24 per cent and that of stereo components in an attempt to cut costs.

Dutch investment group takes over Bank of Athens

By Kerin Hope in Athens

HANWHA First Investment, the Dutch-based investment subsidiary of Korea's Hanwha group, is to take control of Bank of Athens, a small state-owned bank offered for sale under the Greek government's privatisation programme.

Hanwha, bidding in partnership with Rabo Bank of the Netherlands, offered Drf.5bn (\$34m) for 66.7 per cent of the bank's common shares in the first privatisation carried out through a public tender offer on the Athens stock exchange.

Hanwha's bid of Drf.180 per share for 1,06,020 shares of the bank is the highest so far.

Bank of Athens had profits of Drf.2.06bn for 1991. First-half profits last year declined by 9 per cent to Drf.1.01bn.

Shares in issue unchanged at 30,635,201. Net assets (as valued) per share - cents 1,064. 1,380. 1,395.

NEW WITS LIMITED

(Incorporated in the Republic of South Africa)

(Registration No. 05/0482/06)

INTERIM REPORT

CONSOLIDATED INCOME STATEMENT

	*Six months ended 31 December 1992	*Six months ended 31 December 1991	Year ended 30 June 1992
R'000	R'000	R'000	R'000
Revenue	7 691	9 747	18 648
Income from investments	-	1 243	1 705
Surplus on realisation of investments	4	-	8
Interest and sundry revenue	-	73	-
	7 695	10 998	20 426
Expenditure and amounts written off	1 261	1 280	2 771
Administration and general	763	741	1 546
Amounts written off investments	-	-	121
Interest	498	539	1 104
Profit before tax	6 434	9 718	17 655
Tax	10	-	-
Profit after tax	6 434	9 718	17 655
Earnings per share - cents	21	32	58
Dividends per share - cents	17	17	52
- shortlisting - R'000	5 208	5 208	15 630
- times covered	1.2	1.9	1.1

CONSOLIDATED BALANCE SHEET

	*At 31 December 1992	*At 31 December 1991	At 30 June 1992
R'000	R'000	R'000	R'000
Investments	180 930	181 418	180 909
Properties and ventures	135	135	135
Net current liabilities	12 064	10 302	13 259
Current assets	3 150	3 548	3 545
Less current liabilities	15 214	13 850	16 804
	169 001	171 251	167 785
Share capital	88 425	88 425	88 425
Reserves	80 578	82 226	79 360
	169 001	171 251	167 785
Investments	311 129	408 025	408 735
- Market value	131 525	225 933	228 152
- Excess over book value	-	-	-
- Book value	179 604	180 092	179 583
Unlisted	1 326	1 326	1 326
Shares in issue unchanged at 30,635,201			
Net assets (as valued) per share - cents	1,064	1,380	1,395

*Unaudited

NOTES

Dividend: The final dividend No. 83 of 35 cents per share, in respect of the year ended 30 June 1992, absorbing R10,722,000, was declared on 5 August 1992 and paid on 23 September 1992.

Prospects: Subsequent to 31 December 1992, the Group has sold 369,000 Driefontein Consolidated Limited shares at a profit of R6.9 million. The proceeds will be utilised to enable the Group to fully rights in Northern Platinum Limited. During the remainder of the current financial year, the Group intends to realise its investments in order to liquidate the outstanding overdraft of R3.3 million. Profits arising will be dependent on the rand price received by the gold mines in which major investments are held.

DECLARATION OF INTERIM DIVIDEND

Dividend No. 84 of 17 cents per share has been declared in South African currency, payable to members registered at the close of business on 29 January 1993.

Warrants payable on 24 February 1993 will be posted on 23 February 1993. Standard conditions relating to the payment of dividends are obtainable from the share transfer office and the London Office of the company.

Requests for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 January 1993 in accordance with the above-mentioned conditions.

The register of members will be closed from 30 January to 5 February 1993, inclusive.

On behalf of the Board
A.J. Wright (Chairman) } Directors
B.A. Day

Registered and Head Office: London Office: Greenock House, Francis Street, London, SW1P 1DH
Gold Fields Building, 75 Fox Street, Johannesburg 2001

14 January 1993 A Member of the Gold Fields Group

ANNOUNCEMENT REPUBLIC OF TURKEY PRIME MINISTRY PUBLIC PARTICIPATION ADMINISTRATION

94.048 % of the shares of GIMA Gida ve İhtiyaç Maddeleri T.A.S. (Supermarket/Department Store Chain) have been offered for block sale by the Republic of Turkey Public Participation Administration (PPA). The tender deadline which was previously declared as January 18, 1993 and published in Financial Times Newspaper on November 20, 1992 is extended to January 29, 1993, in accordance with the provisions of the fourth articles of the sale announcement.

Information memorandum and specifications relating to the sale of the company shares can be obtained from the address of the Administration stated below. To the attention of interested parties.

K O İ
REPUBLIC OF TURKEY
PRIME MINISTRY
PUBLIC PARTICIPATION
ADMINISTRATION

Atatürk Bulvarı No: 163 Bakanlıklar-ANKARA/TURKEY Tel: (4) 425 06 16 -425 06 17 Fax: (4) 425 59 74

Westpac shares fall after Packer resigns from board

By Kevin Brown in Sydney

Kerry Packer

Kerry Packer: formally joined Westpac board last week

successful shake-up at ConsPress over the past year.

Westpac said a replacement

for Mr Conway would be

announced before the bank's

annual meeting next week,

when the board is expected to

be the target of strong criti-

cism from shareholders.

Mr John Ulrich, chairman,

said the board had agreed to

accelerate the restructuring

programme by cutting between

10 per cent and 20 per cent of

staff over the next three years.

The bank also plans to cut

costs and improve revenue by

70 per cent to 58 per cent,

and cut corporate lending risks

by A\$10bn by 1995.

Mr Packer is believed to

have sought the appointment of

Mr Dunlap, an American

corporate restructuring spe-

cialist who has carried out a

successful shake-up at Cons-

Press over the past year.

Westpac said a replacement

for Mr Conway would be

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annual meeting next week,

when the board is expected to

be the target of strong criti-

after
board

حکیمیہ

The Power of Ideas: M&A 1992.

Once again, in 1992 the CS First Boston Group successfully completed more merger and acquisition transactions than any other investment bank*.

Specifically, 134 merger and acquisition clients in 24 countries chose the CS First Boston Group to advise them on over \$61 billion in transactions.

Across the globe, we were the unquestioned leader in mergers, acquisitions, divestitures and privatization assignments in a wide range of industries.

In challenging years like 1992, clients depend on the CS First Boston Group for innovative financial strategies, market insight and experience. That is what turns ideas into results.

*Number one in dollar volume.
Number one in transaction volume.
Source: Securities Data Company.

CS First Boston Group Client	Description of Transaction	Approximate Size of Transaction
Automotive		
Federal-Mogul Corporation	Acquisition of Automotive Aftermarket Business from TRW Inc.	\$213,000,000
Northrop Corporation	Acquisition of Wellman Machinery of Michigan, Inc. from Wellman, Inc.	Not Disclosed
Republic of Poland	Sale of a 90% Interest in Fabryka Samochodow Malolitrazowych S.A. to Fiat S.p.A.	2,200,000,000
United Technologies Corporation	Divestiture of the Automotive Hoses and Fittings Division to an Investor Group	Not Disclosed
Unocal Corporation	Divestiture of National Truckstop Operations to National Auto/Truckstops, Inc.	180,000,000
Chemicals		
Alberta Natural Gas Company Ltd.	Divestiture of Angus Fine Chemicals Ltd. to Hickson International PLC	43,000,000
Ferro Corporation	Divestiture of Metallurgical Products Business to Cookson Group Plc	Not Disclosed
Grupo IRSÁ, S.A. de C.V.	Advisory on Divestiture of Certain Petrochemical Assets of DESC Sociedad de Fomento Industrial, S.A. de C.V. and Monsanto Company in Mexico	Not Disclosed
M. A. Hanna	Acquisition of Colorant and Additive Concentrates Business from Akzo N.V.	Not Disclosed
Consumer Products & Services		
Ecolab Inc.	Divestiture of ChemLawn Corp. to ServiceMaster Consumer Services L.P.	Not Disclosed
Henkel KGaA	Acquisition of Nobel Consumer Goods from Nobel Industrier AB	Not Disclosed
Horizon Industries, Inc.	Sale of Company to Mohawk Industries, Inc.	86,500,000
S. C. Johnson & Son Inc.	Acquisition of Drackett Co. from Bristol-Myers Squibb Company	1,150,000,000
Pitney Bowes Inc.	Divestiture of Wheeler Group Inc. to Butler Capital	80,000,000
Tatramat s.a.	Joint Venture and Sale of 43% Interest in Washing Machine Business to Whirlpool	Not Disclosed
Trivest, Inc.	Sale of Sun Pharmaceuticals, Ltd. to Thomas H. Lee Company	Not Disclosed
TW Holdings, Inc.	Sale of 47.2% Interest to a Partnership Formed by Kohlberg Kravis Roberts & Co.	300,000,000
Depository Institutions		
ADVANTA Corp.	Advice with Respect to Adoption of Dual-class Stock Plan	Not Disclosed
California Federal Bank FSB, a subsidiary of CalFed Inc.	Divestiture of Trust Services of America, Inc. to Northern Trust Corporation	63,000,000
Comerica Incorporated	Merger for Stock with Manufacturers National Corporation	1,100,000,000
Comerica Incorporated	Acquisition of Hibernia National Bank Texas	63,100,000
First American Bankshares, Inc.	Divestiture of First American Bank of Georgia NA to SouthTrust Corp.	Not Disclosed
First Fidelity Bancorporation	Acquisition of Northeast Bancorp, Inc. (Pending)	29,500,000
Her Majesty the Queen in Right of New Zealand	Sale of 85% of the Bank of New Zealand by Her Majesty the Queen in Right of New Zealand and Fay, Richwhite & Co. Ltd to National Australia Group Ltd, a wholly owned subsidiary of National Australia Bank Limited	667,740,000
Security Pacific Corporation	Stock Swap Merger with BankAmerica Corporation	4,300,000,000
Society Corporation	Acquisition for Stock of Ameritrust Corporation	1,200,000,000
Society Corporation	Acquisition of First Federal Savings & Loan Association of Fort Myers, Florida (Pending)	140,000,000
Swedish Ministry of Finance Representing the Kingdom of Sweden	Restructuring of Nordbanken and Capitalisation of Securum (Pending)	Not Disclosed
United Mexican States	Sale of Banco Mexicano Somex to an Investor Group	609,100,000
United Mexican States	Sale of Banco del Centro to an Investor Group	281,400,000
United Mexican States	Sale of 66% Interest in Banco Promex to an Investor Group	352,000,000
United Mexican States	Sale of Banco Internacional to an Investor Group	481,000,000
United Mexican States	Sale of Banco Mercantil del Norte to an Investor Group	565,100,000
United Mexican States	Sale of Banco del Atlantico to an Investor Group	479,000,000
United Mexican States	Sale of Multibanco Comermex S.A. to an Investor Group	872,000,000
United Mexican States	Sale of Banoro Bank to an Investor Group	365,000,000
United Mexican States	Sale of Banca Serfin to an Investor Group	924,000,000
Valley National Corporation	Sale of Company for Stock to Banc One Corporation (Pending)	1,255,000,000
Food & Beverage		
American Maize-Products Co.	Acquisition of Remaining Interest in American Fructose Corporation (Pending)	115,000,000
Australian Primary Trust	Sale of Uncle Toby's Company Ltd to Goodman Fielder Wattie Limited	239,250,000
Cereol Holding S.A., a unit of Ferruzzi Group	Acquisition of Növényolajipari és Mosószergyártó Vállalat from the Hungarian State Property Agency	Not Disclosed
Elite Industries Limited	Third Party Valuation of Sofpac S.A.	39,000,000
Freia Marabou as	Sale of Company to Kraft General Foods, Inc., a unit of Philip Morris Companies Inc. (Pending)	1,500,000,000
Kraft General Foods, Inc., a unit of Philip Morris Companies Inc.	Divestiture of Louis Kemp Seafood Company to Tyson Foods Inc.	Not Disclosed



CS FIRST BOSTON GROUP

1992 M&A Results (Continued)

CS First Boston Group Client	Description of Transaction	Approximate Size of Transaction
Lion Nathan Limited	Acquisition of the Remaining 50% of National Brewing Holdings Limited from Australian Consolidated Investment Limited	\$308,125,000
Procordia AB	Sale of W. Weibull AB to SLR	Not Disclosed
R.J. Reynolds Tobacco International S.A.	Acquisition of 87% Interest in Satoraljaujhely Tobacco Ltd. from the Hungarian State Property Agency	Not Disclosed
Sandhurst Dairies Ltd, a wholly owned subsidiary of Coles Myer Limited	Sale of Milk Processing Assets and Business of Sandhurst Dairies Ltd to Q.U.F. Industries Ltd	Not Disclosed
Stella D'oro Biscuit Company, Inc.	Sale of Company to Nabisco Inc., a subsidiary of RJR Nabisco Holdings Corp.	Not Disclosed
Tabacalera S.A.	Acquisition of Remaining 52.9% Interest in Compania de Filipinas, S.A.	70,000,000
Health Care		
American Medical International, Inc.	Divestiture of West Alabama Hospital to DCH Regional Medical Center	Not Disclosed
Centocor, Inc.	Strategic Alliance with Eli Lilly and Company	100,000,000
Hospital Corporation International Ltd.	Merger with Bioplan Holdings, plc	100,000,000
Immunex Corporation	Merger with American Cyanamid's Lederle North American Oncology Business (Pending)	900,000,000
Medical Care International, Inc.	Stock Swap Merger with Critical Care America, Inc. to form Medical Care America, Inc.	908,000,000
Omnicare, Inc.	Divestiture of the Veratech Group to Chemed Corporation	62,120,000
Industrial & Other		
ADT Ltd	Divestiture of Quoteplan Plc to Bowater Plc	401,000,000
Aer Lingus plc	Divestiture of ATS, Inc. to a Management-led Investor Group	Not Disclosed
American Dredging Company	Sale of substantially all of the Operating Assets of the Company to Weeks Marine, Inc. (Pending)	30,600,000
Arcata Corporation	Divestiture of San Jose, CA Printing Plant to Quebecor Printing, Inc.	29,500,000
Armco Inc.	Divestiture of Southwestern Ohio Steel Group to a Partnership between C. Itoh & Co, Ltd. and Armco Steel Company, L.P.	Not Disclosed
Banco do Brasil	Sale of 89% Interest in ACESITA to Investors	882,000,000
CDL Hotels International	Acquisition of Gloucester Hotel from The Rank Organization Plc (Pending)	104,000,000
Clark Equipment Co.	Divestiture of the Forklift Truck Business to Terex Corp.	90,000,000
Cookson Group Plc	Sale of Plibrico (Canada) Ltd. to Didier-Werke AG	Not Disclosed
DeVlieg-Bullard Inc.	Divestiture of Penberthy Inc. to Newflo Corp.	22,400,000
E.I. du Pont de Nemours and Company	Divestiture of the Connectors Division to Hicks, Muse & Co., Inc. and Mills & Partners (Pending)	400,000,000
Envirosafe Services, Inc.	Sale of Remaining Interest to EnviroSource Inc.	15,000,000
Fedders Corporation	Divestiture of Rotorex to Nycor Inc.	76,600,000
Glaverbel S.A.	Acquisition of AFG Industries Inc. by Glas International, a 50/50 Joint Venture of Glaverbel S.A. and Asahi Glass Co., Ltd.	1,100,000,000
Heekin Can, Inc.	Merger with Ball Corporation (Pending)	249,000,000
Fried. Krupp AG	Merger with Hoesch AG to form Fried. Krupp AG Hoesch-Krupp	2,700,000,000
JWP Inc.	Sale of JWP Air Emissions Group to Wheelabrator Technologies Inc.	Not Disclosed
MacAndrews & Forbes Holdings Inc.	Divestiture of Coleman Powermate Inc. and Coleman Powermate Ltd. to Coleman Co.	61,000,000
Mobil Corporation	Divestiture of Mobil Oil Austria's Vienna Headquarters Office Building to Interunfall AG	Not Disclosed
Oranje-Nassau Group	Divestiture of ENBI Group to Koninklijke Nijverdal-Ten Cate	Not Disclosed
Teledyne, Inc.	Divestiture of Teledyne Post and Teledyne National Divisions to Phomat Reprographics, Inc.	Not Disclosed
Teledyne, Inc.	Divestiture of Teledyne INET Division to MagneTek, Inc.	Not Disclosed
Teledyne, Inc.	Divestiture of Teledyne Big Beam Division to Shah Acquisition Corp.	Not Disclosed
Treuhandanstalt	Sale of NARVA Berliner Glühlampenwerk GmbH to an Investor Group	Not Disclosed
Treuhandanstalt	Sale of Thüringer Pneumatik GmbH and Hydraulikanlagen und -service GmbH, units of ORSTA AG, to Mannesmann-Rexroth GmbH	Not Disclosed
Treuhandanstalt	Sale of Hydraulik Ballenstedt, a unit of ORSTA AG, to Linde AG	Not Disclosed
Treuhandanstalt	Sale of six units of COMAC AG to an Investor Group	Not Disclosed
Union Carbide Corporation	Sale of a Majority Interest in Gas Tech Inc. to Gas Tech Employee Stock Option Plan	Not Disclosed
United Dominion Industries Limited	Acquisition of Certain Businesses from Robertson-Ceco Corporation	135,000,000
Insurance & Investment Companies		
Associated Insurance Companies, Inc.	Merger with Southeastern Mutual Insurance Company (Pending)	250,000,000
Clayton Dubilier & Rice Inc.	Acquisition of Van Kampen Merritt Companies from Xerox Corporation (Pending)	360,000,000
New York State Department of Insurance	Sale of Assets of Executive Life Insurance Company of New York to Metropolitan Life Insurance Company (Pending)	1,500,000,000
Phoenix Mutual Life Insurance Company	Merger with Home Life Insurance Company	211,000,000
Selective Insurance Group Inc.	Acquisition of Niagara Exchange Corp.	32,000,000
Topdanmark AS	Advice with Respect to European Partnership	824,000,000
The Board of Administrators of UNIStorebrand under official administration	Advice with Respect to Restructuring (Pending)	Not Disclosed
Virginia Bureau of Insurance	Sale of Fidelity Bankers Life Insurance Co. to Hartford Life Insurance Co., a subsidiary of ITT Corp. (Pending)	4,100,000,000
Media & Telecommunications		
American Television & Communications Corporation	Advice and Fairness Opinion with Respect to Offer by Time Warner Inc. for Remaining Interest	1,250,000,000
1st Cable Vision, Inc.	Advice and Fairness Opinion with Respect to Acquisition of a Cable Television System	Not Disclosed
Fujisankei Communications Group	Sale of Virgin Music Group to Thorn EMI PLC	1,000,000,000
The Government of the Hellenic Republic	Sale of a GSM Cellular License to STET	410,000,000
The Government of the Hellenic Republic	Sale of a GSM Cellular License to a Consortium Led by Vodafone and France Telecom	410,000,000
Graphic Management Associates, Inc. (GMA)	Sale of Company to Muller Martini	Not Disclosed
Intermedia Partners	Advice and Fairness Opinion with Respect to Acquisition of Cable Television Systems	Not Disclosed
Providence Journal Company and Kelso & Company	Acquisition of King Broadcasting Company	Not Disclosed
The E.W. Scripps Company	Divestiture of The Pittsburgh Press to Blade Communications, Inc.	Not Disclosed
Taft Broadcasting Partners, Ltd.	Sale of Interest in WPHL Inc. to Tribune Broadcasting Company, a unit of Tribune Company	Not Disclosed
Treuhandanstalt	Sale of DEFA Studio Babelsberg GmbH to Cie. Immobiliere Phenix S.A.	19,000,000
Treuhandanstalt	Sale of Dokfilm Gesellschaft für Film-, Video- und Fernsehproduktionen GmbH to Filmhaus Film- und Fernsehproduktion GmbH	Not Disclosed
Treuhandanstalt	Sale of DEFA Studio für Dokumentarfilme GmbH and Defa Synchron GmbH to Kirch Group	Not Disclosed
Natural Resources		
Arkla, Inc.	Acquisition of Minority Interest in Arkla Exploration Company	92,600,000
Arkla, Inc.	Sale of Arkla Exploration Company to Seagull Energy Corporation	402,100,000
Arkla, Inc.	Divestiture of the Nebraska Distribution Assets to People's Natural Gas, a unit of Utilicorp (Pending)	78,000,000
Arkla, Inc.	Divestiture of the Kansas Distribution Assets to People's Natural Gas, a unit of Utilicorp (Pending)	25,000,000
Arkla, Inc.	Swap of Certain Minnesota Distribution Assets of Midwest Resources Inc. for South Dakota Distribution Assets and \$38,000,000 (Pending)	Not Disclosed
Baker Hughes Incorporated	Acquisition of Teleco Oilfield Services Inc. from Sonat Inc.	350,000,000
BASF Corp.	Divestiture of Wintershall Energy to Eland Energy Inc.	Not Disclosed
BASF Corp.	Divestiture of Wintershall Energy to Interstate Natural Gas Co.	Not Disclosed
Bj Services Company	Acquisition of Salvesen Oilfield Technologies Ltd. from Christian Salvesen PLC	55,000,000

مكتاب من الأجل

1992 M&A Results (Continued)

CS First Boston Group Client

	Description of Transaction	Approximate Size of Transaction
Cooper Industries, Inc.	Sale of Mining and Construction Division (Pending)	Not Disclosed
Devon Energy	Acquisition of all U.S. oil and gas properties of Hondo Oil & Gas	\$126,000,000
Exxon Corporation	Divestiture of the Bayway Refinery to Tosco Corporation	175,000,000
Gas Natural et al.	Acquisition of 70% Interest in Distribution de Gas Buenos Aires Norte S.A.	284,000,000
W.R. Grace & Co.	Tender Offer for Remaining Interest in Grace Energy Corporation	77,500,000
Hierro Peru	Sale of Hierro Peru to Shougang Corporation	312,000,000
Homestake Mining Company	Stock Swap Merger with International Corona Corporation	869,000,000
Mitchell Energy & Development Corp.	Advice with Respect to Adoption of Dual-class Stock Plan	Not Disclosed
Oryx Energy Company	Divestiture of Natural Gas Processing Facilities to various Acquirors	237,000,000
Pittston Coal Company	Acquisition of Kanawha Land Company from Addington Resources Inc.	42,500,000
Presidio Oil Company	Divestiture of Mountain Gas Resources Inc. to MS Gas Resources Inc.	80,000,000
Smith International Inc.	Divestiture of the Directional Drilling Systems & Services Unit to Halliburton Company (Pending)	240,000,000
Transco Energy Company	Divestiture of Tomcat Gathering System in Gulf of Mexico to Tejas Power Corp.	24,900,000
Transco Energy Company	Divestiture of Brazos Area Gathering System to Seagull Energy Corporation	6,200,000
Transco Energy Company	Divestiture of Louisiana Offshore Pipelines to DeepTech International	65,000,000
Transco Energy Company	Divestiture of West Chalkley Field to Torch Energy Advisors	82,000,000
Transco Energy Company	Divestiture of Transco Exploration and Production Company to Forest Oil Corporation	45,000,000
Unocal Corporation	Divestiture of Petroleum Terminals to Louis Dreyfus Energy Corp.	Not Disclosed

Paper & Packaging

Crown Cork & Seal Company, Inc.	Acquisition of CONSTAR International Inc.	515,000,000
Double Envelope Corporation	Sale of Company to National Fiberstok Corporation, a portfolio company of McCown DeLeeuw & Co.	Not Disclosed
European Vinyls Corporation International SA/NV	Divestiture of Vymura International to Management	27,000,000
Jihočeské papírny, a.s.	Sale of JIP České Budějovice papírny, a.s. (Bupak) to Duropack Holding AG	Not Disclosed
Lawson Mardon Group	Acquisition of 100% Equity Interest in Cartonajes Suner from Cragnotti & Partners	71,000,000
Ncb AB	Divestiture of Hannover Papier AG to Sappi Ltd.	470,000,000
Papíripari Vállalat	Sale of Majority Interest in Szolnok Papier Rt to Brigl & Bergmeister Papierfabrik Aktiengesellschaft	Not Disclosed

Retail & Apparel

Garvey Holding AG, a subsidiary of CO-OPAG/Asko AG	Divestiture of 90% Interest in The Manteceras Leonesas Group to Management and Investors	Not Disclosed
Hartmarx Corporation	Divestiture of Hartmarx Specialty Stores, Inc. to HSSA Group Ltd.	43,000,000
Hartmarx Corporation	Sale of 22% Equity Interest to Traco International, N.V.	30,000,000
Home Shopping Network, Inc.	Representation in Conjunction with RMS L.P.'s Sale of Control to Liberty Media Corporation (Pending)	160,000,000
The Mounger Corporation	Sale of the Company, including Pacific Trail, Inc. to PTI Holding Corp., a company organized by GKH Partners, L.P. and Management	Not Disclosed
Proffit's Inc.	Acquisition of seven Hess Stores from Hess Department Stores Inc. and Crown American Corp.	Not Disclosed
Super Club Holding & Finance S.A.	Valuation Advisory in Connection with Acquisition of Remaining Interest by Philips Electronics N.V.	Not Disclosed

Technology

Damat Ingegnerie dei Sistemi S.p.A.	Sale of 75% Interest to Cassa di Risparmio di Roma	Not Disclosed
Digital Equipment Corporation	Acquisition of 10% Interest in Ing C Olivetti & Co. S.p.A.	340,000,000
First Financial Management Corporation	Acquisition of Alta Health Strategies, Inc.	117,000,000
First Financial Management Corporation	Acquisition of TeleCheck Services, Inc. from McDonnell Douglas Capital Corporation	70,000,000
First Financial Management Corporation	Acquisition of Payment Services Company-U.S.	90,000,000
Itron, Inc.	Acquisition of EnScan, Inc. from Arkla, Inc.	Not Disclosed
N.V. Koninklijke Nederlandse Vliegtuigenfabriek Fokker	Merger with Deutsche Aerospace AG (Pending)	506,300,000
Northrop Corporation	Acquisition of 49% Interest in the Aircraft Division of LTV Aerospace and Defense Company	234,000,000
Penn Central Corporation	Sale of G & H Technology, Inc. to an Investor Group	Not Disclosed
Security Pacific Corporation	Divestiture of SUMMIT Information Systems Corp. and American Data Services Inc. to First Financial Management	Not Disclosed
Wicat Systems, Inc.	Sale of Company to Josteins, Inc.	105,000,000

Transportation

Chrysler Rail Corporation	Sale of 4,400 Rail Cars to U.S. Leasing International Inc.	Not Disclosed
Commonwealth of Australia	Advisor to the Commonwealth of Australia in the Sale of Australian Airlines Limited to Qantas Airways Limited	290,000,000
Commonwealth of Australia	Advisor to the Commonwealth of Australia in the Sale of 25% of Qantas Airways Limited to British Airways PLC	465,000,000
Deutsche Lufthansa AG	Acquisition with Japan Airlines Company, Ltd. and Nissho Iwai Corporation of Additional Interest in DHL Worldwide Express	Not Disclosed
Government of Hungary	Sale of 30% Interest in MALEV Hungarian Airlines to Alitalia S.p.A. and 5% Interest to SIMEST (Pending)	77,000,000
Union Pacific Corporation	Acquisition of 2,000,000 Common Shares of Chicago & North Western Holdings from Blackstone Capital Partners	39,000,000

Utilities

The Kansas Power & Light Company	Merger for Cash and Stock with Kansas Gas & Electric Company	991,900,000
North West Transfield Joint Venture	Acquisition of Private Water Treatment Plant from the Melbourne Water Board (Pending)	18,125,000
Servicios Eléctricos del Gran Buenos Aires (SEGBA)	Sale of 51% Interest in Edesur S.A. to an Investor Group	580,283,000
Servicios Eléctricos del Gran Buenos Aires (SEGBA)	Sale of 51% Interest in Edenor S.A. to an Investor Group	476,423,000
State Electricity Commission of Victoria	Sale of 51% Interest in Loy Yang B Power Station to Mission Energy Company (Pending)	411,800,000

**First Ideas,
Then Results.**



CS FIRST BOSTON GROUP

COMPANY NEWS: UK

Chief again seeks to counter rumours over sale of film and television interests

Rank disappoints with fall to £230m

By Peggy Hollinger

RANK Organisation, the leisure and entertainments group, yesterday disappointed the City with slightly lower than expected profits of £230.1m, against £250.5m last time.

The group also warned that so far, there had been no sign of an upturn in UK trading, although there were encouraging signs in the US. Turnover for the 12 months to October 31 slipped from £21bn to £21.0bn.

Marketers, who had been expecting profits of between £233m and £245m, marked the shares down 17p to 687p following the announcement. They recovered, however, to close just 9p down at 696p.

Mr Michael Gifford, chief executive, for the second time this week sought to counter rumours over the sale of the group's film and television interests. Responding to persistent questions over a possible sale, he replied: "We are not in the business of selling our film and television interests and there the matter rests."

Analysts continued to speculate, however, that if an offer in excess of £400m was made by a reliable bidder from within the industry, Rank would have to consider it.

Windsor shows strong growth

By Richard Lapper

Despite tough trading conditions, Windsor, the specialist sports insurance broker, made a pre-tax profit of £215,000 for the year to September 30, a sharp recovery from the comparable deficit of £1.2m, struck after a £1m property write-down.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - pending	Total for year	Total last year
Abertorff Small	fin 2.5t	Mar 5	2.5	4.6	4.5
Cray Electronics	int 0.5	May 1	-	0.5	0.5
Denmans Elect 5	fin 4.3	Feb 24	4.2	8.1	5.85
Goode Durrant	int 2.15	Feb 19	2.15	-	5.4
Hampson Inds	int 0.4	Mar 9	0.6	-	2.375
Intercare 5	fin 2	Apr 28	1.5	2.6	2
Jones Stroud	int 3.3	Apr 6	3	-	8
Kershaw (A)	fin 18	Apr 7	18	27	27
Microgen	fin 5.05	Apr 6	4.8	7.25	7
Neotronics	fin 1.751	Mar 5	1.72	2.67	2.32
Rank Org	int 20.75	Feb 7	20.75	31	31
Rich & More Extra	int 1.958	Mar 5	1.958	-	7.72
Securicor	fin 1.255	Apr 5	1.72	2.62	2.336
Security Servs	fin 3.626	Apr 5	3.197	5.03	4.488
Stanley Leisure	int 1.52	Feb 19	1.52*	-	4.15*
TSB	fin 3.25	Apr 5	3.25	6.4	6.4
Wyko	int 0.5	Apr 8	1.4	-	2.8

Dividends shown pence per share net except where otherwise stated.

*On increased capital. \$USM stock. *Adjusted for scrip issue.

Debt was reported higher at £999.3m (£960.8m) although, excluding currency fluctuations, Rank said it had generated a positive cash flow of £55m. This was partly due to a series of disposals, such as motorway services, Rank Screen Advertising and three hotels, which raised £150.9m.

Pre-tax profits were hit by a downturn in Rank Xerox and an £8.1m (£1.3m) exceptional debit due to provisions against property values and redundancy and reorganisation costs.

The return was also depressed by the effects on Rank's holidays and hotels division of a price war in the travel industry.

Price competition depressed the contribution from Rank Xerox, which fell by £21.4m to £137.3m. Trading had been particularly difficult in Europe and the Far East. Overall revenue for Rank Xerox, 49 per cent held by the Rank Organisation, rose by 4 per cent on an underlying basis.

In the holidays and hotels division, trading profits were down 22 per cent to £59.8m. This was largely the result of overcapacity in the overseas holidays market, which led to people taking "fewer UK holidays or none", said Mr Gifford.

The hotels division, a large part of which is up for sale, reported record profits of £11.1m, while the recreation division suffered a 2.6 per cent fall to £37.8m.

The final dividend is maintained at 20.75p for an unchanged total of 31p while earnings fell slightly to 37.8p (38.4p).

• A Kershaw and Sons, See Lex

Recovery year for NatWest Bancorp

By John Gapper,
Banking Correspondent

NatWest Bancorp, the US subsidiary of National Westminster Bank, yesterday completed a year of recovery from losses by reporting a record fourth quarter profit after tax of \$50.1m (£32.5m) compared to a deficit of \$29.8m the previous year.

The final quarter profit took net income for the year to \$155.7m, compared to a 1991 loss of \$371.5m.

The loan loss provision for 12 months fell to \$122m (\$567.7m) after efforts to improve asset quality.

Mr John Tugwell, chairman and chief executive, said he was "delighted" with what had been accomplished.

He said the bank had managed to diversify revenue by introducing new products such as annuities, mutual funds and private banking.

There were signs of improving economic activity in the UK - from larger numbers of

The Rank Organisation



Trevor Humphries
Sir Leslie Fletcher, chairman: profits hit by downturn at Rank Xerox and exceptional items

Recession blamed for decline at Goode Durrant

By Matthew Curtin

GOODE DURRANT, the mini-conglomerate with interests in van hire, property and motor dealerships, reported a 32 per cent decline in pre-tax profits to £1.8m in the half year to October 31.

Turnover fell from £97.8m to £80.6m. Northgate, the group's commercial vehicle hire business, was the only UK operation to improve its performance, contributing a fifth of sales, but 79 per cent of operating profits.

Earnings per share were 2.3p (3.5p). The interim dividend is maintained at 2.15p.

Mr John Waring, chief executive, said the depth of the recession took its toll on the equipment hire, property, and motor distribution divisions.

GDM Finance, the South African trading finance subsidiary, improved profits despite difficult local conditions.

There were signs of improving economic activity in the UK - from larger numbers of

customers in car showrooms to now steady levels of van and equipment hire, and the group's successful sale of a small office block in Blackburn in December - but they were "too tentative" to have much effect on the results.

The group continued to focus on "liquid asset management" and was addressing ways of moving out of the property business.

Last year saw a £6.27m exceptional provision for property and land-bank write-downs, which tipped the group into the red.

Mr Graham Perrins, a director of Winnedal, the South African company owned by the Nash family which has a 25 per cent hostile stake in the group, said the results were disappointing.

He said the bank had managed to diversify revenue by introducing new products such as annuities, mutual funds and private banking.

There were signs of improving economic activity in the UK - from larger numbers of

The Rank Organisation

1992 Results

Profit before tax

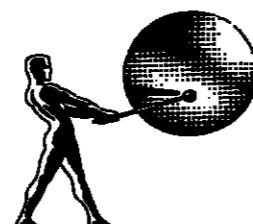
1992 £230.1m 1991 £250.5m

Earnings per share

1992 37.8p 1991 38.4p

Ordinary dividend

1992 31.0p 1991 31.0p



The 1992 Report & Accounts will be posted to shareholders on 1st February 1993. Copies may be obtained from the Secretary, The Rank Organisation Plc, 6 Connaught Place, London W1 2EZ.

Acquisition helps Cray Electronics leap to £18m

By Paul Taylor

CRAY Electronics Holdings, the Berkshire-based high technology group which acquired the Dowty information technology division from TI for £50m in July, yesterday reported sharply higher turnover and profits for the first-half and resumed payment of an interim dividend.

Operating profits in the six months to October 31 more than doubled to £5.71m, against £2.77m last time. The latest figure included £1.12m attributed to acquisitions and £7.87m (£9.62m) from discontinued operations. Turnover increased to £81.9m (£40m), including £9.91m (£6.83m) from discontinued operations.

Pre-tax profits, including a £1.8m profit on disposals and after £89.000 in net interest payments, jumped to £1.78m from £3.66m last time when profits were reduced by £1.4m

in abortive bid costs and

• COMMENT The Dowty IT acquisition was a big lumpy to swallow, but appears to have been well-digested and integrated into the new communications division. The Dowty businesses generated about £30m of the first-half revenues and about £1.1m of profits.

Mr Peter Michael, chairman, said Cray's outlook had been "transformed" by the acquisition of Dowty IT and its subsequent merger with the original Craycom business to form the new core Cray communications division comprising former companies based in the UK, US, Denmark and Australia.

He said the results confirmed both the growth achieved by the original Cray companies and the non-dilutive effect of the Dowty IT acquisition.

At the end of October, having paid for the Dowty IT acquisition mainly through a £41.1m rights issue, the group's total debt was about £7.4m.

Since then the group has sold two non-core businesses and has eliminated all

holdings in abortive bid costs and

Owners Abroad accused of poor pricing and confused marketing

By Richard Gourlay

AIRTOURS ACCUSED rival holiday group, Owners Abroad, of having a confused marketing strategy and poor pricing judgment which had led to a disappointing financial performance.

Mr David Crossland, Airtours chairman, called Owners Abroad's proposed link with Thomas Cook, the travel agency and financial services group, "a poison pill" which was ill-conceived. It was liable to lead to an erosion of value for Owners Abroad's holders.

In the offer document, posted to shareholders yesterday, Mr Crossland said an investor who bought £1,000 of Airtours

shares five years ago would have had an investment worth £16,000 just before the £215.4m bid was launched on January 5. A similar investment in Owners Abroad would have been worth only £2,035.

Owners Abroad said it saw little in the Airtours document that it had not already addressed but it would make a detailed rebuttal today. The company added that a £1,000 investment in Airtours on January 5 would now be worth £903.

Airtours said that in the 1980s Owners Abroad was selling eight different holiday brands.

An Owners Abroad adviser said that the company was not over-represented, rather Airtours was under-represented.

Airtours said that Owners Abroad's recent increase in the capacity of its Air 2000 charter airline left it financially vulnerable to swings in market demand.

A combined group would be able to absorb a significant amount of the surplus.

Denmans Electrical advances 21%

By Graham Deller

SHARES OF Denmans Electrical, the USM-listed electrical goods group, were yesterday marked 50p higher in a thin market to 275p after a 21 per cent profit advance.

On turnover of £35.8m (£34.5m), pre-tax profits for the 12 months to September 30 rose from £1.26m to £1.52m. Mr Arnold Denman, chairman,

said that stringent cost controls had again contributed to the improvement in margins.

Recession in the building industry continued to affect the wholesale business. Profits were again depressed by an exceptionally high level of bad debts, Mr Denman said.

The final dividend is raised to 4.5p making a total of 6.1p (5.85p), covered just under 4 times by earnings of 23.75p (18.75p) per share.

Offers

by

Airtours plc

("Airtours")

for

Owners Abroad Group Plc

("Owners Abroad")

Barclays de Zoet Wedd Limited ("BZW") and The British Linen Bank Limited ("British Linen Bank") announce on behalf of Airtours that, by means of a formal offer document (the "Offer Document") despatched on 14 January 1993, and by means of this advertisement, Airtours, through BZW and British Linen Bank, makes offers ("the Offers") to acquire the whole of the ordinary and convertible preference share capital of Owners Abroad (the "Owners Abroad Shares"). Terms defined in the Offer Document have the same meanings in this advertisement.

The Offers comprise 3 Airtours Ordinary Shares for every 8 Owners Abroad Ordinary Shares (the "Ordinary Offer") and 188.5 Airtours Convertible Preference Shares for every 100 Owners Abroad Convertible Preference Shares (the "Convertible Preference Offer").

Owners Abroad Ordinary shareholders who accept the Convertible Preference Offer may elect to receive, in respect of up to approximately 55 per cent of their shareholdings in Owners Abroad, a Partial Cash Alternative instead of some of the Airtours Ordinary Shares to which they would otherwise be entitled under the Ordinary Offer on the basis of 10.6p in cash for each Owners Abroad Ordinary Share.

Owners Abroad Convertible Preference shareholders who accept the Convertible Preference Offer may elect to receive a Partial Cash Alternative, in respect of up to approximately 55 per cent of their shareholdings in Owners Abroad, instead of some of the Airtours Convertible Preference Shares to which they would otherwise be entitled under the Convertible Preference Offer on the basis of 18.8p in cash for each Owners Abroad Convertible Preference Share.

The full terms and conditions of the Ordinary Offer, the Convertible Preference Offer and the Partial Cash Alternative are set out in the Offer Document.

The Offers are not being made in the United States or Canada or by use

of the mails or by any means or instrumentality of United States interstate or foreign commerce or of any facilities of a United States national securities exchange. This includes, but is not limited to, the post, facsimile transmission, telex and telephone. Persons wishing to accept the Offers should not use such mails or any such means, instrumentality or facility for any purpose directly or indirectly related to acceptance

COMPANY NEWS: UK

Cost controls and lower interest charges behind improvement

Microgen rises 13% to £8.24m

By Paul Taylor

MICROGEN Holdings, the Windsor-based computer services group, yesterday reported a 13 per cent increase in full year pre-tax profits to £8.24m.

The improvement, up from last year's £7.28m, was helped by cost cutting, price increases and substantially lower interest charges.

Turnover for the year to October 31 rose 3 per cent to £49.3m (£47.7m).

At the previous year-end the group acknowledged that costs and capital expenditure had been allowed to run ahead of

income during the recession. Earnings per share increased by 13 per cent to 13.8p (12.2p). A final dividend of 5.05p (4.8p) makes a 7.25p (7p) total.

Mr Douglas Lee, chairman, said he was "quite pleased" with the overall advance, achieved against a background of "relatively stable conditions in Germany, but continuing severe recession in the UK, Ireland and Scandinavia."

In particular he cited the "outstanding achievement" of the group's Scandinavian operations.

These now accounted for a third of turnover and 29 per cent of pre-tax profits and man-

aged to boost sales despite the recession, although margins on new business were somewhat lower.

Mr Lee said three main factors explained the profit gain.

Costs in the UK, including personnel, had been reduced to produce £1m of savings in a full year, a price review of smaller accounts led to prices being raised, producing an additional £400,000, and the cash position has improved significantly.

At the end of October the balance sheet held net cash of £3m, compared to net borrowings of £1m a year earlier, after paying £1.1m in October to

acquire a computer output microfilm (Com) and electronic printing business in Denmark.

Microgen's core Com business currently accounts for about 70 per cent of turnover, down from 75 per cent a year ago.

It is a mature market which is being slowly eroded by new technologies like optical storage.

However, Mr Lee said the group was confident that Com "has a long and secure future." Specialist services based around electronic printing, like "demand publishing", are expected to provide most of the growth in the future.

Hampson edges ahead to £1.69mBy Paul Cheeswright,
Midlands Correspondent

PROFITS before tax at Hampson Industries, the precision engineering, aluminium and home products group, edged up in the first half, but Mr John Wardle, the chairman, yesterday warned shareholders to expect low dividend payments.

In the six months to end September, pre-tax profits were £1.69m compared with £1.62m, on turnover down from £37.1m to £35.4m. Fully diluted earnings per share came out at 1.5p (1.45p).

However, apart from the 4 per cent profit increase, there is, Mr Wardle said, "very little other good news to communicate".

As "a precautionary measure", Hampson is cutting back its interim dividend from 0.5p to 0.4p. "As the interim dividend is only slightly over a quarter of the total dividends paid for the last two years, this should be taken as an indication that a maintained final dividend can by no means be taken for granted," Mr Wardle said.

Last September, announcing a final 1991-92 dividend of

1.773p, Mr Wardle said that this year the dividend would not be cut.

The change in policy stems from determination to build up retained profits. This is related to the need for more investment, especially in Hampson's precision engineering business.

Precision engineering's contribution to group operating profits has climbed to 80 per cent from 46 per cent at the end of the 1990-91 financial year.

The strength of the business, where there is a record order book for aircraft maintenance, has led to the need for improved production facilities.

Hampson's problems, which have contributed to the caution on dividend policy, relate rather to the other parts of the business.

The sterling devaluation gave margins in the furniture business a wounding blow because of the use of imported supplies. The pain will not be eased until the products have been redesigned and their materials resourced.

Double-glazing activities, given the depression in the construction industry, are at best sluggish. Aluminum prices have been low, but they improved in the second half.

Lloyds Abbey Life increases new UK life business by 6%

By John Authers

LLOYDS ABBEY Life, the life assurance group, yesterday announced a 6 per cent increase in new UK life business for 1992.

However, trends for its two trading arms varied widely. Black Horse Financial Services, the "bankassurance" arm which sells only to customers of Lloyds Bank, saw an increase of 7 per cent to £26m in regular premiums and of 34 per cent to £71.1m in single premiums.

That was equivalent to a 19 per cent rise, taking the standard industry yardstick of adding full regular premium business to 10 per cent of single premiums.

In contrast, Abbey Life Assurance, which distributes most of its products via a direct sales force, saw regular premium business fall by 11 per cent to £82.5m and single premiums rise by only 8 per cent to £289.5m. Using the adjusted new business yard-

stick, that was equivalent to a fall of 6 per cent compared with 1991.

The Abbey Life sales force fell from 3,507 to 3,200. Black Horse's sales force expanded slightly to 1,005.

Mr Stephen Maran, chief executive, said the low regular premium figures were caused by low consumer confidence, particularly in the second half. Redundancy pay-outs and early retirements had helped to boost single premium business.

He added: "Bankers selling assurance, with relatively strong branding and a customer relationship in place, are always going to have a head start with the customer."

Nonetheless, he was confident that Abbey Life, with its strong distribution power, would survive. He suggested that the increased market share for bank assurance would be at the expense of small companies operating through independent brokers, rather than large direct sales forces.

Birkdale falls £494,000 into red and buys 80% stake in consultancyBy Gary Mead,
Marketing Correspondent

THE BIRKDALE GROUP, which runs a range of marketing, advertising and public relations agencies, incurred a pre-tax loss of £494,000 for the six months ended September 30.

That compared with profits of £64,000 previously and was struck from turnover down almost 10 per cent at £9.5m.

Losses per share emerged at 2.9p (earnings of 0.5p). The group's net average debt currently stands at £1m.

The group in turnover was largely in line with the results across most of the advertising and marketing sector, as the recession hit budgets everywhere.

Mr Neil McClure, managing director, said that far from losing clients the group had in fact gained new business with prestigious accounts from British Airways (for its international recruitment advertising), Cunard, Cadbury and elsewhere.

However, the recession meant that existing and new clients had tightened all budgets, including marketing.

"At the moment we can see some signs of a recovery but all we can say so far is that 1993 is not going to be worse than 1992," he added.

The group had cut staff levels by about 9 per cent to 270 in the past six months and board directors had taken pay cuts of 20 per cent; Mr Richard Humphreys, chief executive, takes no salary from the group.

Mr McClure said that the group's emphasis had been on maintaining itself in good financial and creative shape in order to take advantage of the recovery, when it arrives.

He also reported the acquisition by Birkdale of 90 per cent of the shares of MSL, the London-based marketing consultancy, for a maximum consideration of £365,000, financed by Birkdale shares and a one-year deferred payment.

3i raises £24.6m from sale of trust stakes

By Andrew Bolger

STANLEY Leisure Organisation, the betting shop, casino and snooker club group, yesterday reported a slight drop in pre-tax profits from £3.75m to £3.53m in the six months to November 1.

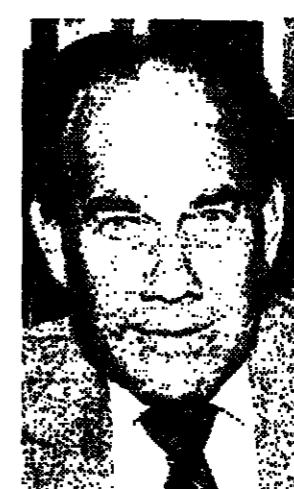
The group also said it had recently detected the first signs of a recovery in spending due to lower interest rates.

Mr Leonard Steinberg, chairman, said: "People don't want to be miserable. They want to go out and spend it," but he added that high levels of unemployment were likely to prove a continuing restraint on confidence.

The profits setback was struck from turnover 8 per cent ahead at £10.5m.

Mr Steinberg said the period was the worst he had experienced in 38 years in the gambling industry.

He added: "We believe that while the recession is not yet over, a slow upturn has started. As a result, we remain



Leonard Steinberg: an upturn from recession has started

confident and look forward to the next financial year with a degree more optimism than previously."

Stanley will have more than 350 betting shops after next month's completion of its

acquisition of 26 Surrey Racing betting shops in Scotland for £2.9m.

During the half year, the racing division showed a slight improvement, but this was mainly due to turnover from acquisitions, and the average stake per slip increased only marginally, from £3.38 to £3.42p. Gross margins were slightly down, after a run of unfavourable results during the summer.

Stanley's 17 provincial casinos, which contribute about half of group profits, saw a slight fall in turnover, coupled with an improvement in margin. The spend per head was flat at £2.94.

Mr Steinberg said: "Trading has improved since the half year, with the casino division showing greater signs of an upturn. Betting turnover had also improved, but margins are under some pressure."

Earnings per share were down from 5.29p to 5.18p.

The interim dividend is held at 1.52p.

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FT SURVEYS

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RC Luxembourg B 39049
41 Boulevard Royal
1040 Luxembourg

NOTICE OF MEETING
Since no agenda as required by law was submitted to the Extraordinary Shareholders' Meeting of January 8, 1993, notice is hereby given that the Extraordinary Shareholders' Meeting shall be held, at the registered office of the Company, 41, Boulevard Royal, Luxembourg on February 18, 1993, at 14.30 local time with the following agenda:

- Amendment of Article 3 first sentence of the Articles of Incorporation of the Company to be recorded as follows:
- Amendment of Articles 5 paragraphs 1 and 4 of the Articles of Incorporation to substitute reference to article eight by a reference to article seventeen.
- Amendment of Article 5 paragraph 7 to be recorded as follows:
- Shares are listed in registered form only.
- To delete the paragraph 8 of Article 5 of the Articles of Incorporation.
- Re-numbering of the subsequent articles of the Articles of Incorporation.
- Amendment of Article 12 of the Articles of Incorporation to provide for powers of the Board of Directors to determine the types of securities eligible for investments and to comply with the investment restrictions provided for Part I of the law of March 10, 1988.
- Amendment of Article 17 paragraphs 2 and 3 of the Articles of Incorporation to substitute reference to article eighteen by a reference to article seventeen.
- Amendment of Article 18 paragraph 6 of the Articles of Incorporation to be recorded as follows:
- Securities listed on an official stock exchange or traded on another regulated market which operates on the basis of a market value of the securities quoted on different markets, the quantification of the main market value of the securities quoted on different markets or the market value of the securities quoted on the basis of a fair value, the evaluation will be done in accordance with the rules of the Board of Directors or its delegate with a view to establishing the probable price for such securities.
- Unlisted securities are valued on the basis of their probable sales price as determined in good faith by the Board of Directors or its delegate.
- Liquid assets are valued at their nominal value plus accrued interest.
- Amendment of Article 19 paragraph 10 of the Articles of Incorporation to be recorded as follows:
- The percentage of the total value of the net assets to be allocated to each class of shares shall be determined on the basis of the ratio of the shares issued and outstanding in each class to the total number of shares issued. On being converted into cash, as the share value of each class of shares when its conversion is completed subsequently in connection with the distribution effected and the final redemption of shares as follows:
- On each occasion, when a distribution is effected, the total value of the net assets and the percentage of the total value of the net assets allocated to each class shall be reduced by the amount of the distribution received by each class, whereas the Net Asset Value of Class A shares shall be unchanged (causing an increase in the percentage of the total value of the net assets allocated to Class A shares);
- On each occasion, when shares are issued or redeemed, the total value of the net assets and the percentage of the total value of the net assets allocated to each class shall be adjusted accordingly;
- There will be no quantum requirement and the resolutions will be passed by a majority of two-thirds of the shareholders present or represented and voting at the meeting.
- The shareholders on record at the date of the meeting are entitled to vote or give proxies.
- Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.
- By order of the Board of Directors

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FUTURES PAPER

COMPANY NEWS IN BRIEF

open offer accepted by qualifying shareholders in respect of 2.58m shares (94.4 per cent). Balance of 152,637 shares allotted at 20p apiece to institutions.

LEARMONTH & BURCHETT Management Systems acceptances in respect of the recent 1-for-4 rights represented a take-up of 96.35 per cent, or 3.35m shares. In total IFE

owns or has valid acceptances totalling 86.5 per cent of TVS voting rights. The ordinary offer remains open until further notice while the offer for the preference shares remains open for acceptance until January 27.

USHER-WALKER: recommended offer by Sun Chemical accepted in respect of 8.27m shares (94.35 per cent). There

was a 100 per cent acceptance for the preference capital. Ordinary offer remains open until further notice. VINTEN has acquired Internet, a videoconferencing company, for a maximum of £2.5m in cash. The final figure will depend on profits for 1992 and whether net assets at the end of the period are less than £1.9m.

RECRUITMENT

JOBS: If managers can't accentuate the positive, they could at least try eliminating the negative We have ways of turning you off

ALTHOUGH doubtless still full of zest, you readers will mostly be old enough to have forgotten how it felt to leave your teenage years behind. So you are unlikely to remember the anxiety about impending adulthood, which - mingled with pride, of course - the Jobs column feels on passing its 20th birthday.

Fortunately, my confidence received a boost during a visit to Ivan Robertson, Professor of Occupational Psychology at the University of Manchester Institute of Science and Technology. He reported that, while watching his young son playing football, he'd been approached by another spectating dad who'd handed him a strip of pink paper and urged him to read it there and then. "It turned out to be one of your articles," the professor intoned, as though he were recounting some inexplicable dream.

Even so, a column surely can't be all that bad if it gets handled about at football matches. And if the clearly most intelligent but alas un-named dad in question is ever in the FT's vicinity, I owe him several drinks.

My reason for calling on Ivan Robertson was that among the things on which he's an authority is a subject that has proved of

keen interest to readers down the years: people's motivation to work. Indeed, he is the leading author of the book* on the topic published by Britain's Institute of Personnel Management.

As the book makes clear, expert views on motivation have changed since this column's birthplace. Two decades back, there was an optimistic belief abroad that all human beings will become well motivated if their jobs are properly designed. So provided that organisations set up the jobs appropriately - by "enriching" them with suitable challenges, for example - everyone who came to work for them would have high motivation.

That pleasant notion has now given way to a more pessimistic view. It is that far from being alike in capacity, some people are intrinsically and perhaps even genetically more motivated than others, and so put greater effort into anything they are called upon to do. Hence there is no

*Motivation: strategies, theory and practice. £11.95.

"universal motivator" in the sense of a formula for galvanising the whole of a workforce.

On hearing of the changed view, however, the Jobs column recalled the logician's gag about the converse not necessarily applying, enshrined by Lewis Carroll's immortal dormouse's dictum that although he breathes when he sleeps, it's not true that he sleeps when he breathes.

By the same token, the fact that companies have no way to turn everyone on, needn't mean they have no ways of turning everyone off. So I asked Professor Robertson whether there might be any universal de-motivators.

On reflection, he replied he could think of several. For a start, since research had shown that people need to know their efforts are paying off in terms of expected results, one good off-tuner would be to give them no feedback. Even better might be to provide feedback, but scramble it so the links between effort and rewards appear entirely random.

The same end would be served by work-goals that are vague, if

not downright contradictory, especially if imposed on high without explanation, let alone consultation.

Still further potential lay in arbitrary controls, he went on, as exemplified by management reacting to an obviously isolated incident by clapping a permanent straitjacket on everybody. I rejoined that a case in point had happened at an army training camp miles from anywhere in the days of national service.

When a 48-hour leave came up, one recruit who lived too far away to get home was left all alone with nothing to do. So he scraped the black enamel off his iron bedstead and polished the metal until it shone like silver. It so impressed the commanding officer that he ordered the whole camp to do likewise. Thereafter, the pioneer polisher spent all his free time climbing out of the emergency water supply tank only to be thrown back in by the next set of waiting squaddies.

Ivan Robertson felt that the commandant had missed a trick. A truly skilled demotivator would

have promoted the pioneer to sergeant-major. "But seriously," he added, "once you think about ways of turning everyone off, you suddenly realise what an awful lot of managers use them."

Now to the table below which sheds some light on a query often posed by people considering going to work overseas - "If I went abroad, how much would it cost to keep up the same living standard for the family?"

The figures are provided by the Employment Conditions Abroad consultancy which keeps

check on pay-rates and cost-levels in more than 150 countries. Since I have room for only nine of them, however, anyone wanting information on the others will need to contact Barry Rodin of ECA at 15 Britten St, London SW3 3TY; telephone (071) 351 7151, fax (071) 351 3396.

The pattern for the exercise is a middle management job, such as the head of marketing in a medium sized company. Taking managers of that kind from each of the nine countries covered, the table shows their typical gross salary and outlays at home, and

the cost of keeping up the same buying habits in the other eight lands. The cost figures relate solely to spending on consumer-type goods and services, no account being taken of housing.

Other currencies have been converted to sterling at the exchange rates prevailing at the close of London markets last Friday night. The ranking of the countries is determined by how much their native executive spends when based at home.

By that yardstick, the Swiss with £19,721 worth of purchases make the Brits with £11,232 look relatively cheese-paring, although the Dutch and Australians are thrifter still.

Michael Dixon

Nationality	Gross salary in homeland	Cost of keeping up home-country pattern of spending on consumer goods when in United Kingdom	Singapore	Hong Kong
	£	£	£	£
Swiss	74,248	13,779	14,180	19,721
Hong Kong	52,822	19,303	20,295	31,016
German	68,888	13,067	13,459	20,205
French	52,744	13,162	13,495	14,968
Singaporean	47,480	17,276	17,183	19,751
American	57,026	16,181	24,187	22,103
British	36,600	11,222	13,174	20,425
Dutch	47,711	9,234	9,797	14,883
Australian	32,561	11,286	11,061	17,132

* Responsible for function such as marketing in medium-sized company.

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Candidates will probably be in their twenties to early thirties and highly analytical. Traders will have a consistent track record in profit generation from risk controlled trading. The new recruit will be offered considerable latitude in dealing style and will be expected to make a significant contribution to the desk from the outset both in trading terms and "value-added" ideas. In addition to competitive basic salaries there is an excellent bonus scheme and the usual banking benefits.

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For those wishing to discuss the positions in more detail, please contact any of the following main board directors:

Bruce Dartington, Hong Kong Tel: (852) 8-444-998
 Dennis Siu, Singapore Tel: (65) 3-222-333/225 8585
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- Aged 25-30 with a minimum of 2 years experience of analysing capital markets and related areas eg. from the Fixed Income division of an investment bank.
- A graduate (economics/numerate discipline) with computer literacy.
- Strong communication skills - both written and oral.
- Knowledge of US funding markets would be a distinct advantage.

With proven success within this expanding team the prospects for greater marketing responsibility are excellent.

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Canadian Imperial Bank of Commerce



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Applicants should write, enclosing a detailed CV, to Sir Peter Leslie, Chairman, CDC, One Bessborough Gardens, London SW1V 2JQ, marked "Private and Confidential (CE)"



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16 Connaught Place,
London W2 2ED

EATON

MANAGER - TREASURY CENTRE

MULTINATIONAL TREASURY ENVIRONMENT

ATTRACTIVE SALARY AND BENEFITS PACKAGE

Eaton Corporation is a \$4 billion global manufacturer of vehicle powertrain components and a broad variety of controls serving transportation, industrial, commercial, aerospace and military markets. The company is committed to expanding further its presence in Europe.

A career opportunity has arisen for a professional Treasury Manager to assist in the development of a European Treasury Centre. Based at the Company's European Headquarters near Heathrow, the job holder reports to the Treasury Manager - Europe and will work within a well established treasury department. The role encompasses the following responsibilities:

- Development of the company's foreign currency liquidity and exposure management within the framework of a centralised currency pooling system
- Management of the company's multinational clearing system
- Enhancement of computerised treasury management systems.

Applicants will be graduates with an appropriate professional qualification and a minimum of two years experience in a multinational treasury environment. The position demands an innovative and resourceful professional with an international business perspective and experience in computerised systems.

The position attracts a competitive salary and benefits package, which includes a company car and offers the opportunity for further career development in an expanding international company.

Applicants (male or female) should forward full details of career to date and current salary to:

Graham Barwell, Eaton Limited, Eaton House, Staines Road, Hounslow, Middlesex, TW4 5DX
Telephone: 081 572 7313

CJA

RECRUITMENT CONSULTANTS GROUP

3 London Wall Buildings, London Wall, London EC2M 5PJ
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LONDON W1

£25,000 - £33,000 + discretionary bonus

ENTREPRENEURIAL ADVISORY BOUTIQUE WITH INTERNATIONAL CONNECTIONS

Our client is a leading corporate finance "boutique" advising public and private companies in the UK and overseas. We invite applications from individuals who are likely to be graduates or equivalent, aged 24-30, with 2-3 years' practical and demanding work experience, probably gained in the financial sector. Essential qualities are intelligence, numeracy, computer literacy and commercial drive. A second European language will be useful. As the selected candidate you will work in a closely integrated team at every stage of transactions, attending meetings with clients and developing relationships. Initial salary negotiable in the range £25,000-£33,000 plus benefits, plus discretionary bonus related to profitability and individual performance. Applications in strict confidence quoting reference CF4877/FT to the Managing Director, CJA.

Cash Management Sales

Pan European Role

Our client is one of the leading American Cash Management institutions. A highly competitive and customer-driven global banking organisation, it is committed to finding solutions to meet customers' needs, however complex, with unprecedented consistency in both the quality and range of their products and the highest levels of service. With a customer list that is the envy of their competitors, the Cash Management group is looking for two additional sales people to intensify and extend its relationships with existing clients whilst adding new ones.

Public Sector

We are looking for a senior banker to develop this new initiative, marketing to European public sector entities. The client base will include government agencies and some of the state run institutions and we are, therefore, looking to recruit someone with a proven track record in this sector. Cash management experience would be an advantage, but is not essential. Candidates should have at least 15 years banking experience and they will need to be fluent in at least two European languages in addition to English.

For both roles the successful candidates will be excellent communicators who are both sales driven and have a proven record of maintaining key relationship contacts. There will be extensive travel and we are, therefore, looking for individuals with maturity and breadth of vision to develop the business. This is an exceptional opportunity to work with a market leader in an attractive environment, where you could enjoy long term career enhancement and a generous performance orientated remuneration package.

Interested applicants should contact Ann Semple or Tim Smith on 071 831 2000 or write to them enclosing full career and salary details, at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants

London Paris Amsterdam Brussels Dusseldorf Sydney

Corporates

An experienced cash management sales person, the successful applicant will be responsible for marketing to a targeted group of key multi-national corporate clients headquartered in the UK. Likely to be in your mid 30s, you will have a proven track record in corporate banking combined with good cash management and treasury experience. As this is a pan-European role, languages, especially French, would be useful.

INTEREST RATE RISK MANAGEMENT

If you have made a career out of surrounding yourself with money, you may be the professional we are looking for.

We are a fast growing multinational in the home furnishing business with approx. 95 stores in 17 countries. We source our products from some 63 countries and our annual turnover is more than USD 4 bn. We have a commitment to "create a better everyday life for the majority of people". To do this we need seasoned and business minded professionals.

That is where you come in. As part of our team in Brussels, you responsibilities will include all aspects of Interest Rate Risk Management, from monitoring and analysing positions to formulating strategies and actual trading.

To join our Treasury Team, you need to be:

- Business minded
- Independent and confident
- Open-minded
- Interested in details
- Analytical
- Able to work in a Team

We think you have minimum 4 to 5 years' practical experience within this field and that you are able to pass on some of your knowledge to your colleagues. You must have

experience in:

- IRS and currency swaps
- Futures
- FRA's
- Options

It would be an asset if you also have FX experience.

If this sounds like an opportunity you would like to invest your future in, then send your resume and salary expectations to the address below before 31st January.

Should you have any questions, please do not hesitate to contact Carsten Jorgensen or Søren Hansen at our office (phone no. +32-2-725.35.80).

N.V. IKEA Service Centre S.A.

Leuvensesteenweg, 542/B16

B-1930 Zaventem

Belgium

Attn: Maggy Jamar



Investment Management

Sterling Money Markets

Our client is the international arm of one of the UK's most prestigious financial groups. They seek to appoint an experienced individual to complement the Liquidity Management team. The focus will be on the sterling money markets.

Working directly with the team Director, the individual will be responsible for:

- Management of client portfolios
- Providing investment reports to clients
- Meetings with clients
- Supervision of staff

This position offers an excellent opportunity for an individual looking to develop their skills in a specialist area with an experienced team and a wide range of clients. Remuneration will be commensurate with knowledge and experience.

It is essential that candidates have the following skills:

- An in-depth understanding of, and experience in, the sterling money markets
- Knowledge of international money and bond markets
- The ability to make independent investment decisions
- Proven supervisory skills

Interested applicants should contact Kay Ovenden or Paul Wilson, on 071 831 2000, or write to them enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants

London Paris Amsterdam Brussels Dusseldorf Sydney

هذا من العمل

OPTIONS DERIVATIVES TRADING/SALES - LONDON

Attractive salary, bonus and benefits package

Gerald Limited, London member firm of The Gerald Group, is seeking applicants for a management position in the commodity brokerage and trading business. The position has arisen as a result of expansion of the firm's 130 strong staff.

The Gerald Group is one of the world's principal metal merchants and has approximately 800 employees in offices throughout the world including Stamford Ct., Tokyo, New York, Chicago and Lausanne. It maintains an important position in London and the United States in areas of derivative markets particularly in Foreign Exchange and Metals.

We require an individual to join our expanding London metal derivatives team in a trading/sales/management

Applications with full CV's should be addressed to:
Miss N. Vernon-Browne, Personnel Manager, Gerald Limited, Europe House, World Trade Centre, St. Katharine by the Tower, London, E1 9AA
No Agencies



MONEY BROKER

A worldwide money broking company based in the City wishes to recruit a graduate in a business-related discipline with a minimum of two to three years' experience in money broking.

Candidates should be fluent in Japanese and English, and have experience of Japanese business culture. They will also be required to demonstrate a working knowledge of interest-rate swaps and FRAs as well as a basic understanding of spot and forward foreign exchange.

Applications, including full details of careers to date, should be sent to:
Box No. A676
Financial Times
1 Southwark Bridge
London SE1 9HL

BANK OF IRELAND INVESTMENT MANAGERS LIMITED

Bank of Ireland Group has a long standing and impressive track record in investment management with over £4 billion in funds under management. Our UK investment management arm provides services to pension funds, charities, corporate and private clients. Due to the continuous growth of our business, we are now seeking to fill the following new position.

PORTFOLIO MANAGER - LONDON

Primarily responsible for managing UK client portfolios, the candidate will also be involved in the development of new business through existing and new customers.

Reporting directly to the Head of Portfolio Management, the successful candidate will have a minimum of 3 years experience in our industry. Candidates are likely to be high-calibre graduates with a track record in portfolio management. Strong communication skills, a thorough understanding of domestic and international markets and the ability to work on one's own initiative are important prerequisites.

We offer an excellent remuneration package which will be performance related and will include mortgage subsidy and other banking benefits.

Please send detailed C.V. in confidence to:
Fred Healy, Head of Personnel,
Bank of Ireland Investment Managers Limited,
36 Queen Street, London EC4R 1BN.



RIYAD BANK

SAUDI ARABIA

RIYAD BANK is Saudi Arabia's most prominent Bank with 170 branches in the Kingdom and offices in the UK and USA. The Bank has recently embarked on a comprehensive and ambitious automation/restructure program, and, as a result, major technology based changes are expected within the Bank's International Banking Division at its Head Office in Riyadh.

Riyadh is a rapidly developing city, with modern hotels, superb shopping centres, a variety of sports and recreational facilities, including a new golf course. Housing compounds are fully equipped with swimming pools, satellite T.V. and other recreational activities.

Applications are invited for the following position from professionals who are interested in joining and making a significant contribution to Saudi Arabia's most successful Treasury and Investment Banking Division.

RISK MANAGER

JOB REQUIREMENTS:

- Strong experience in Risk Assessment, preferably in Capital Markets.
- Excellent communication skills with 'hands-on' management experience.
- Extensive experience within a banking/financial environment.

MAJOR RESPONSIBILITIES:

- Identify price and credit risk parameters that are utilized by the Bank to evaluate Capital Market Products and interbank counter parties.
- Co-ordination between Line Departments and generation of proposals for structuring Treasury and Investment facilities.
- Assessing and enhancing existing risk reporting systems and integrating them into the Bank's overall Automation Program Plan.

We are also seeking support for our retail banking systems program and applications are invited for the following critical position within the Domestic Banking Division.

TRADE FINANCE PRODUCT MANAGER

JOB REQUIREMENTS:

- Fully conversant with all aspects of trade finance, L/Cs and L/Gs.
- Experience in the implementation of automated letters of credit systems.
- Knowledge of Arabic would be an advantage.

KEY RESPONSIBILITIES:

- Product Planning
- Assisting in automated L/C system upgrades.
- Promoting, supporting and increasing the utilization of trade finance automation by end to corporate customers.

We offer fully competitive benefit packages together with Tax Free Salary, Housing Compound, Medical Coverage and Annual Home Leave.

Please send your application with C.V. and details of current salary to Box A678, Financial Times, One Southwark Bridge, London SE1 9HL.

Bloomberg FINANCIAL MARKETS

Sales - Financial Markets UK & Europe

Bloomberg is a highly successful company with an excellent reputation as a leading supplier of sophisticated, screen based information and decision support services within the international financial marketplace.

Major expansion of the European headquarters in London has created opportunities for motivated, achievement oriented individuals to grow with the company.

We are looking for high calibre individuals who must have at least 2-5 years experience of the financial markets, probably gained in a sales, trading or support role. After an initial training period you will move into sales covering areas which include the UK and Europe.

To be considered you must have a good understanding of financial instruments particularly any one or more of the following: Fixed Income, Interest Rate Swaps, Futures and Options, Equities or Currency Markets.

Applicants who can also demonstrate fluency in a second European language such as Italian, Spanish, French or German are of particular interest.

Bloomberg is a young dynamic company and it is important that you are highly motivated with a commitment to developing your career in a demanding yet stimulating environment.

Salary is negotiable according to experience.
Apply to The Freshman Consultancy during office hours on 071-702 4934 or 0831 116336 or send your CV by post or fax quoting ref FT/B/D.

FRESHMAN

The Freshman Consultancy Limited, Argyll House, 6-13 Chamber Street, London E1 8BW
Telephone: 071-702 4934 Facsimile: 071-702 4913

ASLK-CGER BANK NV-SA

ASLK Bank NV-CGER Banque SA

ACCOUNT MANAGER - LONDON

ASLK-CGER Bank is a leading Belgian Bank and one of the largest savings institutions in the world. Rated AA/Aa3, ASLK-CGER has in recent years been developing its European operations.

The London Branch is a key part of the Bank's expansion and there is now an opening for an Account Manager with a strong credit background. Whilst experience of developing and maintaining customer relationships with the top tier UK corporates, including risk management products, is desirable, excellent credit skills and a commercial attitude are prerequisites. The successful candidate will probably have an appropriate degree, will possess excellent communication skills and be aged 26-32.

Applications with a full CV to: The Personnel Officer, ASLK-CGER Bank NV-SA, ASLK-CGER House, 22 Eastcheap, LONDON EC3M 1EU.

ELECTRICITY TRADER

ATTRACTIVE SALARY CITY BASED

Citigen is a joint venture company specialising in the development of on-site combined heat and power schemes associated with community heating and cooling in city centre.

Since the privatisation of the electrical industry, Citigen has been at the forefront of developing business opportunities in this field and is currently involved in a unique and prestigious project commissioned by the Corporation of London, to provide a major CHP scheme within the City of London.

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Working for the Project Director and the Sales Manager you will be primarily responsible for price modelling and negotiating with the Pool, the Generators and other suppliers of electricity to secure positive profit margins.

A numerate graduate with strong analytical skills, you are innovative and eager to join a small dynamic team, possibly with some experience of negotiating long term contracts in commodity supplies.

You will be based in the City with travel in the UK as necessary. An attractive remuneration package is available together with excellent career prospects.

For further information, please ring 071-253 1570 or write with C.V. to:

Mr C J Mallard
Project Director
Citigen Limited
Metrol House, 5th Floor
62-68 St. John Street
London EC1M 4AP

(Closing date for applications is Friday 29th January 1993)



071-377 6488

ECP SALES CE35K + BENS

Top US house requires a candidate with above experience to cover Europe, particularly France. Foreign language ability can be advantageous. Please call Richard Ward.

OPTIONS SALES TO £60K + BENS

Top European house seeks a candidate with DTC Options (Equity and Index), Derivatives sales to cover either Germany or the UK. Please call Andrew Stone.

SWAPS/DERIVATIVES (FIXED INCOME) £30K-100K + BENS

Many exciting opportunities currently exist within this area with top houses. Applicants must have a minimum of 18 months experience in either TRADING, SALES or MARKETING. It's also essential that applicants know their products/matched with a very good technical understanding. Please call Andrew Stone.

FIXED INCOME SALES TO UK TO £100K + BENS

Numerous opportunities currently exist with top City based houses. Candidates must have an established client base in the UK and must be product driven. Please call Richard Ward or Sue Stevens.

DERIVATIVES MODULAR TO £30K + BENS

Several top City based houses require graduates preferably with an MSc or PhD in Mathematics or other sciences. Some computer modelling or structuring involving derivative products (Options, Swaps etc) experience can be advantageous. Please call Andrew Stone.

FIXED INCOME SALES TO £90K + BENS

Various opportunities with top City based houses for candidates with relevant experience from any of the following locations: Germany, France, Italy, Switzerland, Benelux etc. Please call Richard Ward, Sue Stevens or Andrew Stone for further details.

EUROCURRENCY BOND TRADING £NEG

Several banks seek individuals with a minimum of 18 months experience in the above. Please call Richard Ward.

FOREIGN EXCHANGE £NEG

Numerous opportunities for experienced corporate dealers with established European or UK client base. Aged 25-35 years. Much initial with options knowledge preferred. Spot and Options traders also required by several other institutions. Please call Steven Leitch.

FIXED INCOME SALES TO UK TO £90K + BENS

For further details please call 071-377 6488 or send/fax your CV to us.

All applications are treated in the strictest confidence. For enquiries outside business hours call 081-364 1833.

CAMBRIDGE APPOINTMENTS

232 Shoreditch High Street, London E1 6PJ. Fax No. 071-377 0887

FUND MANAGER-FIXED INTEREST Remuneration Negotiable

Latin American Securities is part of the Latin American Management Group which was set up in October 1987 as a joint venture between Foreign & Colonial Management Limited in London and Banco de Investimentos Garantia, a Brazilian investment bank.

In order to maintain our very high standards and to continue our expansion we are currently seeking to appoint a Fund Manager.

The successful candidate, educated to degree standard and with 2-3 years practical and recent experience in Fixed Interest/Eurobond markets will ideally be 25-30 years of age and have Reuters/Telerate systems experience.

The position requires a numerate and articulate individual who enjoys working with and becoming an essential part of a small dedicated team.

Interested applicants should forward a comprehensive curriculum vitae to:-

Anthony Evans
Latin American Securities Limited
Exchange House
Primrose Street
London EC2A 2NY

LATIN AMERICAN SECURITIES LIMITED

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Sales — Financial Markets

QUICK EUROPE LIMITED is a major provider of on-line, real-time Financial news and price information for Dealers, Portfolio Managers and Market Makers.

We are seeking high calibre, achievement orientated, Sales Professionals to help expand our existing successful team. With a minimum of two years sales experience in the financial markets, you will be able to demonstrate an outstanding record of success which reflects both your account management and new business sales abilities.

In addition, you must possess excellent communication and presentation skills and have a good understanding of financial instruments and the way in which the securities markets operate.

In return, we can offer career development opportunities in a dynamic environment, together with a comprehensive benefits package including: twice yearly performance related incentives, private medical insurance, excellent holidays and pension scheme and many other benefits expected of a successful Company.

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SALARY £20-25,000

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Limited positions for ambitious individuals to work within specialist teams of an Associate to a major world-wide organisation.

Full training with potential for partnership and profit share within 12 to 18 months. Suitable for experienced Graduates and Professionals.

For further details please call JOHN KILBURN-TOPPIN on 071 240 4942

BPP BANK TRAINING

TREASURY CONSULTANT LONDON BASED/INTERNATIONAL TRAVEL

BPP Bank Training, established to service the needs of the international financial community, is part of the BPP Group the well known leader in the education, publishing and training business.

BPP Bank Training now wishes to appoint an additional consultant to their Treasury Team. The successful candidate is likely to be between 25-35 and to have spent some years in a dealing room or support area and will have a sound understanding of a range of financial instruments. He/she must have a lively personality and feel confident to train, present and advise, although specific presentation training will be given. This is an excellent opportunity to join an expanding company.

ACCOUNTANCY COLUMN

Heady experience on the bottom rung of audit ladder

Andrew Jack looks at a training course that mixes hard work and play — and instils 'firm values'

THEY came from all over Europe, the Middle East and Africa. They flocked to an obscure Dutch village in their hundreds, fresh-faced graduates with little experience of the world of business. By next Monday, most will be out on their first audit assignment.

Over two weeks, they have endured more than 12 hours a day of training, each one accompanied by less sleep and more powerful hangovers. They have been mixed by gender, colour and nationality. They have been hard at work and at play in the classrooms, the bars and the sports facilities. This is basic training for auditors; boot camp for the recruits of Arthur Andersen.

Mention Fast — short for firm-wide audit staff training — to a current or former Andersen professional and eyes will mist over with nostalgia. About 4,000 of this year's intake of 5,000 recruits worldwide will attend.

That explains the long list of accountants with the firm who are eager to go back and teach their more junior colleagues, while re-living their past. The considerable delegation within the firm to those in junior positions means that many have the chance before memories of the original fade too far.

This year, things are slightly different. The 250 students and 30 tutors now coming to the end of a residential conference centre near Eindhoven in the Netherlands have become guinea pigs for a new, improved course. Their sessions are being observed, questionnaires are being circulated, focus groups held every day. Simultaneously, a session is just finishing in Andersen's other principal training

centre, St Charles outside Chicago. It is the course with no name, or at least no digestible abbreviation. It is called ABA WST — audit and business advisory worldwide staff training — or Aberystwyth, as some of its instructors have started to dub it.

It represents 18 months of development, tens of thousands of hours of professionals' time in planning and some \$1.7m in preparation costs to date. The offices sending participants are spending more than \$3,000 a head for the privilege.

ABA WST is arguably the single most important element of the \$350m which Andersen says it spent on training last year, out of fee income totalling \$3.6bn.

The content of the syllabus has changed substantially from Fast. The grueling regime — just as important as the learning in the classroom — remains virtually unchanged, although each class of former trainees claims its own was the toughest.

By the end of the second week, most of participants' energy has been long drained, and only momentum drives them on — giving them a taste of the stamina they may well need for the rest of their career with the firm.

How much knowledge they retain is debatable. One of the most common concerns among the trainees is whether they have sufficient skills to go out on their first audit. Their instructors constantly allay these fears. They argue that a tight supervision structure, well-established firm procedures and the impressive ability of the recruits will get them through.

What is certain is that those taking part make friends for life, forming a common bond against the pressures

of the course. Critics say the course moulds them into the raw material for a career at "Arthur Android". The more diplomatic call the experience a culture bath.

Everything is geared around getting the participants to mix continually. The Koningshof conference centre is nearly two hours' journey from Amsterdam, and 20 minutes walk from the nearest off-site bar. It was purposely chosen to be distant from distractions which might lure students off the campus.

That does not deter the hardy. Each evening, large groups — led by the South Africans, the British and the Irish — seek out the nearest bar once the hotel's own facilities shut down at 1am. Others collapse into bed ready for the early start.

Koningshof is designed around groups. The bedrooms are clean and functional. They are very small and have no distractions such as television. The one item of equipment is an alarm clock for early wake-ups.

The centre is self-contained, and focused around communal areas, with several restaurants and bars as well as many classrooms. There are elaborate sports facilities, and the ABA WST timetable schedules an hour before dinner each day specifically for sports. It also slots in an athletics competition on the first Wednesday. Most people take part.

In a typically canny accountant's move, Andersen drew up a complex contract with the centre's management four years ago. It uses the facilities at a substantial discount and has its own wing which is now being

expanded. But it does not assume the risks of the entire hotel, which takes clients from other corporate customers. It expects to break even each year, charging all costs to the national Andersen firms.

Most hours each day are spent in classes. They start promptly at 8am, and rarely finish before 10pm, with short breaks for coffee, lunch and dinner. Anyone who is late faces a forfeit. Tardy trainees had to stand on a chair and sing their national anthem, stand on one leg and recite a nursery rhyme, or crawl around the floor impersonating an elephant.

Classes are also smartly turned out. Andersen people dress down for dinner, quickly changing into jeans during the evening break. That is a habit which tends to persist during their careers. But during the day, they are in smart outfits. Many of the men are already adorned in the dark grey suits that are almost ubiquitous among partners.

Aspects of the Andersen culture occupy the first three days — the "core course". Trainees learn communication, teamwork, time management and research skills. They are told about business protocol and building internal relationships in the firm. Resumes listing each others' backgrounds and interests are circulated to everyone. Years later, accountants in the firm use these connections to help ease international assignments.

But the emphasis on firm values continues for the rest of the fortnight: everyone is allocated to new classes after the first three days, with the exception of the French who have instruction in their own language.

Trainees within each class are regularly rotated, ensuring that the genders and nationalities mix. Much of the training is in groups and teams, and requires presentations.

Learning is based around a simulated audit of a fictitious US hair products company called "Style by Castan". Trainees watch videos, read press clippings and gain an understanding of the business and its accounting systems. They learn about risk assessment and planning the review cycle.

Then they prepare work papers, and get going on topics such as the expenditure cycle, inventory observation, the revenue cycle, receivables, property, plant and equipment, profit and loss, contingencies and the financial reporting cycle.

In between, they are periodically referred back to the firm's audit manuals, and instructors throw in examples from their own experiences. Audit standards are emphasised alongside client value. The importance of fees — including identifying additional functions which the firm can sell — are not neglected.

Mr Marco Castino, a partner from Andersen's Italian practice, says there have been substantial changes to the syllabus since Fast. The course provides less detail but more overview, emphasising the business reasons rather than simply the procedures. It has also been made less US-based to reflect the firm's worldwide nature.

By the start of next week, those who took part may not have grasped every fine point of auditing, but they have laid the foundations for a long-standing career in the world's most unified accountancy firm.



ACCOUNTANT

circa £20,000 + car + benefits

The Lornamead group is a leading producer and exporter of toiletries, wines and spirits and food products. The group is experiencing significant growth in its markets and requires to strengthen its financial team.

Reporting to the Financial Director, the Accountant will have total responsibility for timely production of management information, tax and VAT compliance and company secretarial duties as well as the upkeep and development of the group's computer system.

The successful candidate is likely to be a qualified accountant who will be at home in a dynamic, fast-moving environment. Versatility, energy and a hands-on approach are essential.

Candidates should apply in writing, enclosing a full CV, to:

The Financial Director, Lornamead Limited, Lornamead House, 1/5 Newington Causeway, London SE1 6ED

DIVISIONAL FINANCE DIRECTOR

Required for Midlands based Construction Group with annual turnover of around £250 million.

This excellent career opportunity will be suited to a qualified accountant with board experience and a construction industry background.

Please reply with CV to
Box No A670, Financial Times,
1 Southwark Bridge, London SE1 9HL

Financial Controller

C.£35,000+Benefits •

■ Our client, Greater Manchester Passenger Transport Executive, is totally committed to achieving excellence in its service to the public. Achieving service excellence in today's environment means managing change, maximising innovation and ensuring the highest level of efficiency. GMPTE are making great strides in meeting the significant challenges that lie ahead and, as part of its strategy for the future, seeks to appoint a commercially-minded Financial Controller who can identify with its philosophy and make a major contribution to achieving operational excellence.

■ Reporting directly to the Director of Finance, the appointee will take responsibility for the smooth running of the Finance team and for advising on and interpreting financial and management information. Computer literate, the successful candidate, ACA, ACCA or CIPFA, will bring technical competence and strategic perspective to a role which demands assertion tempered by tact and single-mindedness

ERNST & YOUNG

whitehead selection

Finance Director

Publishing

North West of London (M25 Corridor)

C.£50,000 package plus benefits

This successful, £10 million turnover business publisher and exhibition organiser is part of a rapidly expanding, listed group which intends to grow the company both organically and by acquisition. The Finance Director is to retire shortly, creating an opportunity for an exceptional candidate to become a key member of the small management team.

You will lead and develop the finance and accounting function, bringing a fresh, outward looking approach and providing a high level of support to the newly appointed Managing Director. Systems development will be an important part of the role in this high transaction level environment.

Probably a graduate Chartered Accountant aged late 30's, you will have had at least five years' experience in medium/large sized industrial companies at financial controller level or above. Experience in the media sector would be advantageous, but is not essential. Personal qualities will include a high level of self motivation and strong communication skills.

There is good potential for career development within the group.

Please write enclosing a full CV, quoting reference 594, to Nigel Bates, Whitehead Selection Ltd, 43 Welbeck Street, London W1M 7HF.

A Whitehead Mann Group PLC company.

whitehead selection

GKR

ST. JAMES'S ASSOCIATES

A Winning Combination

In line with changing trends in the recruitment market-place and as a result of continued success and growth, St. James' Associates is merging with the regional search practices of GKR to form a new company, GKRS.

GKR will complement the long established, top level search practice of GKR in St James's Square, London. This change signifies stronger links within the Group, together with a broadening of our recruitment activities.

GKR will provide advertised selection and executive search services, together with a combination of the two sourcing techniques, as dictated by the demands of different assignments. We will continue to focus primarily on senior and middle management appointments nationally.

GKRS will operate from offices in Bath, Leeds and our new London headquarters at Cork Street.

These recent developments enhance our ability to provide an executive recruitment service of the highest quality to our clients. We look forward to further growth in 1993 and beyond, and would be interested in speaking to high calibre individuals who can demonstrate a successful track record of winning and completing search and selection assignments in a demanding and professional environment.

If you are interested in learning more about GKR, or in discussing career opportunities within the company, please contact James Hyde, Managing Director, in strictest confidence.

GKRS

SEARCH & SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820

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071-873 3199

Andrew Skarzynski on

071-873 3607

Mark Hall-Smith on

071-873 3351

JoAnne Gredell

New York

212 752 4500

Director of Syndicate Accounting

Excellent remuneration package plus car

For further details, please contact Nigel Jeyes or Alison Smith on (071) 583 0073 (day) or (081) 495 1009 (evenings & weekends) or send your cv in complete confidence to 16-18 New Bridge Street, London EC4V 6AU. Fax (071) 353 3906.

An exceptional opportunity exists for a high calibre Chartered Accountant to join this established and prestigious Lloyd's Underwriting Agency.

In a challenging and high profile position, the successful candidate will take full responsibility for a large progressive syndicate accounts department.

A dynamic and pro-active approach will be needed to ensure the department provides timely and accurate financial reporting to Underwriters and Managing Agency boards.

The candidate will have the opportunity to further utilise and develop skills by undertaking Company Secretarial and Compliance Officer functions for two agency boards.

This position clearly demands an ambitious individual ideally with the following credentials:

- Proven managerial experience and expertise gained within a large, high quality, deadline driven environment
- A chartered accountancy qualification
- Previous exposure to Lloyd's syndicate accounting.

Rewards will be excellent in terms of prospects, package and working environment.

BADENOCH & CLARK
recruitment specialists

Finance Director

an outstanding opportunity for an ambitious and commercially aware ACA

Luxembourg

Our client is one of the foremost retail financial services Groups, with impeccable parentage and a total commitment to expansion in Continental Europe.

We are looking for an exceptional candidate probably in his or her thirties and our selection standards will be extremely high, matching the importance placed by our client on this critical appointment.

A first class financial and management accounting background is taken as read but much more is required; literacy as well as numeracy, forward thinking as well as historical accuracy and, crucially, communication skills.

Whilst we are not insistent on financial services exposure, we will require demonstrable experience in forecasting and business planning which will form an important part of the role and contribute to the future expansion of the organisation. French and/or German language skills would be a great asset.

This is a high profile role and the rewards in terms of salary and benefits as well as promotional prospects are unlikely to disappoint the calibre of individual required.

Please send full career details quoting Reference No. A5210 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1FF, or alternatively, telephone 071-287 7007 during the working day or 0323 485580 in the evenings.

GJH Codd · Johnson · Harris

Global Derivatives Broking

Head of Administration

C.£60,000 package

The Company, part of a major multinational, specialises in broking futures and options. It serves a global client base including corporations, banks and fund managers. A Senior Manager, reporting to the Managing Director, is now sought to head all administrative aspects of the business. Career development prospects are excellent.

THE APPOINTMENT

- Manage the financial accounting and management reporting functions including forward planning.
- Provide an accurate and cost-effective clearing service.
- Create a strong emphasis on customer service.
- Coordinate tax, treasury and legal work.

Coordinate information systems implementation in conjunction with the parent.

THE REQUIREMENTS

- A recognised accountancy qualification, probably a graduate.
- Significant administrative experience within the futures industry.
- Excellent verbal and written communication skills.
- Proven leadership and people management capabilities.
- IT literacy.

Please apply in writing with a full CV and salary details by Friday 5 February 1993 to Geoffrey Mather, K/F Associates, Pepys House, 12 Buckingham Street, London WC2N 6DF.

K/F ASSOCIATES
Selection & Search

مكتب مناصب العمل

Internal Auditor

Banking – a newly created role

City c£40-£50,000 + Banking Benefits

An opportunity has arisen for an experienced chartered accountant to make a major contribution within the London branch of our client, a leading international bank. Continued business growth, underpinned by an innovative, but risk averse corporate philosophy, has created the need to establish a new internal audit function with responsibility for the control and security of operating procedures.

Reporting to the Deputy General Manager and under the direction of senior management, you will be charged with establishing the audit function, ensuring that effective financial and management controls are developed and maintained and reviewing systems and procedures throughout a range of branch operations. A crucial aspect of your role will be to ensure that your recommendations have a practical application within a London branch context. Success in the position is likely to create an opportunity to progress into a wider range of responsibilities.

You are a graduate chartered accountant with a sound knowledge of banking products, gained in either the profession or the financial services sector. It will be helpful if you are familiar with computer based systems, with particular emphasis on controls, and you will ideally have been exposed to an internal audit role within the branch of an overseas bank. A sharp, analytical mind and well-honed communication skills will be essential in establishing professional credibility at all levels and you must demonstrate the energy and flexibility to thrive in a responsible position which requires the synthesis of a desk-bound approach.

Please write in confidence, enclosing full career details, to Tim Knight, quoting reference L7617.

KPMG Selection & Search
2-3 Dorset Rise, Blackfriars, London EC4Y 8AE

INSOLVENCY MANAGER

Join the experts amongst the specialists

Our Insolvency practice leads the UK market place. Its reputation is based on providing the positive advice and constructive expertise which can save an ailing business. In the search for enterprising solutions our team have all the scope they need to exercise both commercial acumen and intellectual ability.

As a Manager based at our Croydon office, you will join a team which has rapidly established the largest share of the insolvency market in the South East. As well as managing a quality caseload, with autonomy, you must provide guidance and leadership to a young ambitious team. Business development and the building of strong relationships with professional contacts and clients is very much a feature of this role.

You must be JIEB qualified, or committed to completing JIEB examinations. You are likely to be

at a relatively early stage in your career, ambitious and have demonstrated senior management potential. Your technical expertise should be matched by your ability to deliver solutions.

The rewards include a salary and benefits package which befits the challenge. So if you believe you can add to a team which is already making substantial progress, please send your cv to: Vicki Frulish, Coopers & Lybrand, Melrose House, 42 Dingwall Road, Croydon CR0 2NE. Or telephone 081 881 5252 for an application form.

Coopers & Lybrand Solutions for Business

GROUP TREASURER & DEPUTY FINANCE DIRECTOR

Northern Home Counties

A major IT Systems Integration company with a strong presence in the United Kingdom market and extensive worldwide activities, is looking for a top Executive to lead its international treasury function and act as the number two in the Finance Division, to play a major role in the success and profit growth of the Group.

Emphasis will be upon cash generation for a large leasing portfolio, including major public and private sector customers, pro-active interface with its own divisional business units and, naturally, with banks and money markets.

Randle Cooke and Associates

International Recruitment Consultants
London House, 53-54 Harmsworth, London SW1Y 4BD Tel: 071 225 0177 Fax: 071 225 1201

Treasury and General financial experience is essential along with appropriate Accountancy qualifications and preferably ACT but, more importantly, the skills and qualities to manage change, to drive the business, create a decisive and forceful impression and relish the challenge. Probable age range 35-45.

The salary is negotiable according to experience and current situation. A fully expensed car will be provided along with other benefits and relocation costs met. Please write with full career details to Tony Burden at the address below:

c. £60,000 + Car + Excellent Benefits

Tax Manager

Glasgow

Our client is a major Scottish Life Office which is an important part of one of the UK's leading financial institutions. Growth through the development of new business initiatives, combined with reorganisation within the finance function has created an excellent opportunity for an experienced Tax Manager.

Reporting directly to the General Manager Finance with a strong functional responsibility to the Group Taxation Manager, the role will encompass all aspects of taxation with a particular emphasis on tax planning in the life assurance environment. As a key member of the

to £38,000 + Substantial Benefits

financial management team, you will promote greater awareness of taxation issues throughout the organisation.

The successful candidate is likely to be a graduate chartered accountant, in their early 30s, with substantial life industry experience. In addition to highly developed technical skills, candidates must also demonstrate strong leadership qualities and an innovative approach to problem solving.

Interested candidates should contact
Deborah S Lochead at Michael Page Finance, 150 West George Street, Glasgow G2 2HG.

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Jardine Matheson Group

Group Audit Controller

**Risk Management within a multi-national group
Substantial Package - Hong Kong**

Founded in the 19th century, Jardine Matheson is one of the most respected names - not only in the Far East, but also worldwide. Its global trading operations span some 30 territories including Asia, USA, UK, and Europe. Employing over 130,000 people worldwide, turnover exceeds US\$8 billion.

Rarely do opportunities at such a senior level arise in prestigious organisations of this nature. Equally it is unusual to come across a position offering such challenges and potential for further progression.

Based in Hong Kong, you will be reporting to the Board on the existence and effectiveness of the group's key systems of internal control. The ability to critically evaluate risks and develop a top down approach to enhance our control and compliance functions is a pre-requisite. Working with the directors and management of our principal business units you will facilitate the continued development of management and control systems to support the group's continuing success.

To qualify for this position you will have had significant

experience as a successful Audit Partner in a major accounting firm, or as Head or Deputy Head of Internal Audit in a major multi-national organisation. Unless you have reached these levels, you are unlikely to have the required breadth of knowledge and experience we seek. Reflecting the longer term opportunities and the potential for personal growth, you are also likely to be under 40.

This is a unique opportunity for a dynamic accountant to move directly into a senior corporate management position. Unless you have the confidence and ability to progress within our organisation beyond this role, you are not the person we seek.

Your remuneration package will fully reflect the importance of this position. Full expatriate benefits will also be provided.

If you have the requisite qualifications, please send your full CV to JG Curtis at our London based subsidiary, Matheson & Co. Ltd., Jardine House, 6 Crutched Friars, London EC3N 2HT. Telephone: 071-528 4386.



"just another dull, boring accountancy role"

FINANCE MANAGER

No chance! Working for one of the best regarded and highest profile airlines in the business could never be called either dull or boring – in fact quite the reverse. In such a complex and sometimes unpredictable industry, finance has a vital part to play. Not only by maintaining an up-to-the minute and accurate picture of current and projected financial performance, but also through its ability to provide senior management with quick and effective responses on the financial implications when critical business decisions are made.

As Finance Manager your role will be to supervise and direct both the Management Accounts Department and the Financial Accounts Department within the organisation. Reporting directly to the Financial Controller, who in turn reports to the F.D., you will be responsible for an overall team of twenty five.

The job will involve most of the responsibilities you would anticipate from such a role, such as ensuring accurate and timely production of both statutory and management accounts, company budgets and forecasts, taxation matters, management reporting and a myriad of day-to-day routine

matters involving contact with departmental managers and directors across the business.

You should be a young, qualified accountant – preferably ACA – with additionally at least three years' experience in a commercial organisation outside of the profession. Ideally we would seek candidates from a service oriented business background where speed of action and flexibility are important measures of performance. Previous experience of team leadership (and we don't just mean audit teams) is a must.

This is a tough, demanding "hands-on" environment, so you'll need to be assertive and strong enough to cope, with a willingness to "muck-in" when necessary. Equally, however, your managerial skills should enable you to effectively coach, counsel and motivate your teams when necessary. So a clear-headed and mature approach to life and its problems would be a definite plus!

Candidates should apply by initially sending a current Curriculum Vitae in total confidence to our advising consultant: Ron Irving, Managing Director of The Hamilton Irving Consultancy at No 6 Baron's Gate, Rothschild Road, Chiswick, London W4 5HT.

**c. £32K
+ Car
+ Great Benefits**

West Sussex



Challenging appointment for an outstanding manager of people and resources in a volume manufacturing environment.

FINANCE DIRECTOR

Attractive Salary + Car + Benefits Package

Our client is a major subsidiary of one of the UK's leading technology groups, providing a comprehensive and innovative range of Business Systems to an impressive client base. As part of an exciting new strategy aimed at refining the product mix and building on their first rate customer service, this appointment presents an outstanding opportunity for an experienced Finance Director to make a vital contribution to the future success of the business.

Reporting to the Managing Director the principal responsibilities include:

- * The implementation and development of comprehensive management information, budgetary and financial control systems.
- * Provision of detailed financial analysis with a focus on business performance by product group.
- * Provision of commercial guidance to the board.

Midlands

Candidates ideally graduate Chartered Accountants/ICMA's aged 35-40, will be computer literate with highly developed financial control and reporting skills. These will probably have been gained within a medium-sized volume manufacturing environment and will be combined with a strong commercial orientation. Leadership and problem-solving abilities, coupled with a high level of motivation and proven man-management skills, are the critical personality factors that will ensure your success.

In recognition of your commitment and career achievements to date the Company offers a first rate salary and benefits package and the opportunity to hone your skills within a professional and entrepreneurial team.

Applicants, both male and female, should apply in writing with full career details to Fiona Kelly, Mercuri Urval, Spencer House, 29 Grove Hill Road, Harrow, Middlesex HA1 3BX. Fax No. 081-881 1978, quoting reference FK/01/93.

Mercuri Urval

Financial Accounting Manager

Hants/Surrey

c£35,000 + car

Our client is a leading European systems engineering, consultancy and software company, part of a major International Group. This appointment, working in a new senior management team, is to strengthen the accounting function, as the Company grows to meet increasing orders.

The key responsibilities of the role are:

- * strengthening the integrity of financial accounting
- * ensuring on time, "no surprises", reporting
- * introducing a new management information system
- * managing and developing the department's staff

Candidates, male or female, should be qualified accountants aged 28-35, with a proven financial accounting record, in a project orientated environment.

This is a rare opportunity for an ambitious younger executive, to join a Major Group, where the career opportunities are excellent and the remuneration includes a very full benefits package.

Please reply in confidence, with a full CV, including salary details, to David Thompson Associates, Bacchus House, Ellesborough Road, Wendover, Bucks HP22 6EL, who are assisting with this appointment.

DAVID THOMPSON ASSOCIATES
CONSULTANTS IN EXECUTIVE RECRUITMENT

To £50,000 +
bonus/benefits

Retailing

North East

Finance Director

To join the Board of a profitable £40 million retailing group, a major subsidiary of a successful UK Plc. Real scope to enhance financial controls and computer systems to improve management information for the current department stores and prime out-of-town retailing activities. Participation in developing the growth strategy for the future, as a key member of a new management team.

THE ROLE

- Responsible to the newly appointed MD for the provision of accurate, timely management information to improve control, decision-making and working capital management.
- Upgrading accounting and MIS systems. Forging close links with operating management and developing the central accounting team.
- Influential contribution to future strategy including organic and acquisitive growth.

London 071 973 8484
Manchester 061 437 0375

Selector Europe

A Spencer Stuart Company

THE QUALIFICATIONS

- 35-45 year old, qualified accountant with proven record of success in the retail or service sector. Experienced in implementation of accounting and MIS systems.
- Superb manager and motivator, committed to staff training and development.
- Commercial focus with maturity and stature to gain respect across the business. A long-term team player.

Please reply, enclosing full details, to:
Selector Europe, Ref. F2049013L,
16 Connaught Place,
London W2 2ED

We only discriminate on ability

THE EUROPEAN QUALITY
A.W.A.R.D.
1992

Dexter

Deeside, Clwyd

Dexter Packaging Products Division is a manufacturer of specialty coating materials for use in the packaging industry with production facilities in Lyon and Deeside. Part of the Dexter Corporation USA, (a Fortune 500 company), they are the second largest supplier of can coatings in the world.

As a result of internal promotion, they seek to appoint a European Finance Director. Reporting directly to the European Vice President, you will assume responsibility for all financial and management reporting including statutory/legal compliance, treasury management and the further development of management information systems. In addition you will be

responsible for the pan-European purchasing and freight operations.

Candidates, aged 33-45, will be qualified accountants who can demonstrate a thorough understanding of accounting controls and of international standards combined with a keen commercial awareness and well developed communication skills. A language ability in French or German would be an advantage though not essential.

Interested applicants should forward a comprehensive curriculum vitae quoting ref. 14766, to Stephen Banks ACMA,

Regional Director, at Michael Page

Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

Michael Page Finance

Specialists in Financial Recruitment

London Bristol Windsor St Albans Leatherhead Birmingham

Nottingham Manchester Leeds Glasgow & Worldwide

RANK XEROX

Finance Manager – Manufacturing
Gloucestershire

c£30K + Car + Benefits

Rank Xerox – The Document Company is the world leader in document processing business systems. The Mitcheldean site, one of four European manufacturing units, concentrates upon the production of reprographic and electronic equipment.

The Company has recently organised itself into strategic business centres and an experienced, professional, Finance Manager is sought to join the Control function to work closely with Reprographics Business Centre (RBC) Manager and his team. The RBC is responsible for the assembly and remanufacture of a comprehensive range of copiers, and printing systems and is the largest of the Business Centres at Mitcheldean.

Key Responsibilities will include:

- Identification of new initiatives to enhance profitability
- Compilation of annual plans
- Development of standard and product costing systems

- Management of a small team of part qualified business analysts
- Commercial interaction with management at all levels within the Business Centre and Group Staffs in the UK and USA.

The successful candidate will be a qualified accountant (ACA or CIMA) with experience in both Financial and Management Accounting in a profit orientated environment.

Significant experience of manufacturing industry is essential, as are the personal qualities expected in a multinational organisation. You will have the potential to grow to more senior positions in the organisation – not necessarily in a finance role. Promotional prospects are excellent based on the ability to perform. Some international travel will be necessary.

Please write, enclosing full details to:
K.R.V. Laken, Rank Xerox Ltd,
Bldg 7/2, Mitcheldean,
Gloucestershire GL17 0DD.

THE
EUROPEAN QUALITY
A.W.A.R.D.
1992

Dexter

Deeside, Clwyd

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Regional Director, at Michael Page

Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

Michael Page Finance

Specialists in Financial Recruitment

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Nottingham Manchester Leeds Glasgow & Worldwide

Grant Thornton

Chartered Accountants

Corporate Finance Opportunities

North West

£ Excellent

The North West Corporate Finance team has distinguished itself through the provision of quality strategic and advisory services, resulting in considerable expansion. The dynamic and innovative approach of the partners, Stephen Baker and Amin Amiri, has secured major assignments placing the team in a prominent position. In order to capitalise on this position and to further develop their services, they wish to make two senior appointments.

SENIOR MANAGER AND MANAGER

The ideal candidates will have at least four and two years corporate finance experience respectively, which is likely to include advising on all aspects of buy-outs/ins, fundraising, corporate strategy, acquisitions and disposals. Prerequisites include a desire to succeed, a creative and commercial approach and receptiveness to new ideas. Candidates should have a successful personal track record and be able to add value to the team.

In return you will become part of one of the most successful corporate finance teams in the North West with unrivalled opportunities for further development and reward.

Interested applicants should send a full curriculum vitae to Stuart Frost at Michael Page Finance,



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

The Top Opportunities Section

appears every Wednesday

For advertising information call:

Clare Peasnell

071 873 4027

Elizabeth Arthur

071 873 3694

Topmark Vehicle Contracts Ltd, a member of the Southern Water Group of Companies, is a substantial commercial vehicle contract hire company, with a fleet of over 2,100 units.

A realistic expansion programme will ensure that the Company continues to build on an already impressive record of profitable achievement in this highly competitive sector. Topmark's success is built upon a very high level of customer service which is paramount.

Financial Controller

This key role, reporting to the MD, is wide ranging as you will control the complete financial and administrative functions to ensure profitable development. Involvement in operational decision making and business management will include overall responsibility for Purchasing, T.Q.M. and B.S. 5750. Consequently the appointment demands a qualified accountant with good interpersonal skills and considerable, varied experience, gained ideally within the vehicle leasing or a similar financially orientated service industry. The successful candidate will have the necessary business acumen to warrant further progression within the Company.

Please forward your CV, together with current salary details, to David Beatty, Director of Personnel, Southern Water plc, Southern House, Yeoman Road, Worthing, West Sussex BN13 3HX. Please quote reference FT.

Topmark
Vehicle Contracts Limited

Topmark is a member of Southern Water plc group of companies

Nuffield Hospitals

Management Accountant

c.£35,000 + Car + Benefits

Surbiton

Key role in a leading private hospital group committed to the provision of first class service and facilities. With 32 hospitals and a turnover of over £100m per annum, Nuffield Hospitals is an acknowledged leader in patient care.

QUALIFICATIONS

- ◆ Graduate, qualified accountant, aged 30-40, with significant experience of group reporting in a multi-site operation.
- ◆ Control small team at head office. Work closely with regional and hospital management.
- ◆ Consolidate financial and statistical data. Analyse and comment on performance.
- ◆ Develop financial reporting systems. Contribute to overall financial control and strategy of the group.

Please write, enclosing full cv, Ref M020

54 Jermyn Street, London SW1Y 6XZ

London 071 493 032

Bristol 0272 291142 • Glasgow 041 204 454

Aberdeen 024 638680 • Slough 0753 61927

Birmingham 021 253 4656 • Manchester 061 59955



N B SELECTION LTD
a Norman Broadbent International
associated company

European Finance Director

£ Negotiable

Deeside, Clwyd

European Finance Director

Deeside, Clwyd

Dexter Packaging Products Division is a manufacturer of specialty coating materials for use in the packaging industry with production facilities in Lyon and Deeside. Part of the Dexter Corporation USA, (a Fortune 500 company), they are the second largest supplier of can coatings in the world.

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Candidates, aged 33-45, will be qualified

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curriculum vitae quoting ref. 14766, to

Stephen Banks ACMA at Michael Page

Regional Director, at Michael Page

Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

Michael Page Finance

Specialists in Financial Recruitment

London Bristol Windsor St Albans Leatherhead Birmingham

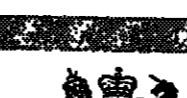
Nottingham Manchester Leeds Glasgow & Worldwide

Michael Page Finance

Specialists in Financial Recruitment

London Bristol Windsor St Albans Leatherhead Birmingham

Nottingham Manchester Leeds Glasgow & Worldwide



International Finance Director

c £35,000 + Bonus + Car

extensive liaison with the US parent companies and UCI's operating subsidiaries around the world.

Candidates, aged 28-33, are likely to be Chartered Accountants who can demonstrate strong technical ability combined with a high degree of commercial awareness.

Well developed interpersonal skills and a proactive approach are essential to make an important contribution to the future success of the business.

Interested applicants should forward a comprehensive curriculum vitae quoting ref. 14761, to

Stephen K Banks ACMA at Michael Page

Regional Director, at Michael Page

Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

Price Waterhouse



EXECUTIVE SEARCH & SELECTION

Head of Accounting Services

Up to £50,000 package Hemel Hempstead

The Department of the Environment

Government accounting. You will be

able to demonstrate a good track record in managing a demanding and

time critical operation, where there is immediate and major accountability for

delivering a high profile capability. You

will also be able to provide excellent managerial skills, determination and

strong leadership.

The position is based in Hemel

Hempstead but will require frequent travel to central London. The role is offered on a 4 year contract which may be extendable.

A remuneration package of up to £50k is offered (inclusive of

performance related pay); more may be

payable for an exceptionally qualified candidate.

If you would like to find out more

about this opportunity or request an

information pack, please telephone

Heather Thomas on 071 939 6319.

FINANCIAL TIMES FRIDAY JANUARY 15 1993

CD1 VAT SENIOR MANAGER

North East
Experienced VAT Consultant required to set up new department within International Practice. Responsibilities will include problem solving for Acquisitions, Disposals and Liquidations.

CD2 CORP TAX INR MANAGER

Timber
Up to £35K + Car
Up to 4 years experience tax experience to advise major multinational organisations on all corporate tax matters.

CD3 AUDIT SENIOR/SUPERVISOR

Edinburgh
Recently qualified ACA required by large city practice to supervise a portfolio of major clients including PLC's.

CD4 PERSONAL TAX MANAGER

Newcastle
ACA/ATII required by major practice to head up expanding department. Duties will include managing an extensive portfolio of personal tax clients involving both compliance and planning work.

CD5 INSOLVENCY - ASST MANAGER

Throughout UK
£25K + Car + Reloc.
A major firm of insolvency practice seek an experienced ACA/ATII to assist them to take Managerial and Finance Department responsibilities.

CD6 CORPORATE AUDIT

Europe
Major International Service Company currently requires newly qualified ACA to fulfil International Audit role. Must have reasonable fluency in German.

ACCOUNTING & TAX

TOP CAREER OPPORTUNITIES
NORTH OF WATFORD
FOR FURTHER INFORMATION CONTACT
CHRIS DICKSON or DAVID CHEYNE
SEARCH
Recruitment & Selection
1A HILL ST, EDINBURGH EH2 3JF.
TEL: 031-226 4444 - FAX: 031-226 4443

DC1 CORP TAX PARTNER DESIGNATE

West of Scotland
Medium sized firm seeks big + Corporate Tax Manager for Partner Designate role.
No experience required within 2 years.

DC2 TAX SENIOR/SUPERVISOR

West of Scotland
MBO based Practice seeks Senior Supervisor to be involved in client planning for a varied portfolio of clients. Full training and support given.

DC3 AUDIT SENIOR

Aberdeen
Up to £35K + Car
An attractive opportunity exists for newly qualified ACA to become involved in client development for a range of medium sized businesses with well established practices.

DC4 AUDIT MANAGER

Glasgow
Manager's role in medium sized practice has expanded to incorporate business development and training. Partnership anticipated within 3 years.

DC5 EX-PATRIOT TAX

Scandinavia
Up to £35K + Car
We currently hold several vacancies for export tax staff from Assistant to Senior Managers in Glasgow, Edinburgh and Aberdeen.

DC6 INTERNATIONAL AUDIT

New York
A superb opportunity exists for newly qualified ACA to join a leading global firm. Working in North and South America, Australia and the Far East.

Accounting is only half the equation

Banking Services Manager Staines

As Banking Services Manager at Sony, you'll need more than just accounting skills as you'll be helping to further sharpen the customer focus of the treasury function - a challenge that calls for excellent communication skills, the ability to lead and motivate others and maintain high levels of customer satisfaction.

Reporting to the General Manager Treasury and Taxation, you will manage an established team of 11 staff whose responsibilities range from accounts payable and cashiers to payroll and cash forecasting. Here you will maintain the highest level of accounting rigour and accuracy and ensure that suppliers and internal customers receive excellent service at all times.

In addition, you'll be involved in the ongoing enhancement of Sony's capability in three operational areas - namely, long term cashflow forecasting, foreign currency

management, and the effective use of treasury information for management purposes.

A qualified accountant, you must have at least 3 years' experience in a commercial organisation. Sound man-management experience, together with a good working knowledge of the money market and a practical understanding of personal taxation issues are essential.

The rewards include a salary of up to £30,000, (dependent on experience), a company car, and excellent benefits package. To apply, please send a full CV to Louise Sapia, Sony (UK) Ltd, Sony House, South Street, Staines, Middlesex TW18 4PF and tell us in no more than 250 words why you believe a focus on customer satisfaction is important in a finance environment.

Please quote reference 229. Closing date for applications Friday 22nd January 1993.

SONY.

SENIOR MANAGEMENT ACCOUNTANT

c.£30,000 + benefits

London, W1

English Heritage is England's main national body responsible for heritage conservation. We secure the preservation of the country's architectural and archaeological heritage, and promote public enjoyment and knowledge of this through the management of more than 350 properties.

Currently we are looking for a qualified Accountant (CCAB), to head up the Management Accounting team at our offices in Savile Row. You will be responsible for the preparation, presentation and interpretation of budgets, financial input to the corporate plan, management accounts and associated reports. You will also represent the department at formal meetings, provide briefings to directors, and financial training for budget and line managers.

In addition to a successful track record, the ideal candidate will have excellent interpersonal and communication skills, complemented by a familiarity with computer systems and proven analytical ability.

In return, we can offer a highly competitive salary together with an excellent package of benefits including non-contributory pension scheme and life cover.

To apply, please send a summary of your CV together with a brief covering letter, quoting ref. R/1/93, to: Joanne Gaskin, Personnel Department, English Heritage, Bond Street House, 14 Clifford Street, London W1X 1RB. Telephone: 071-973 3880.

Closing date: 28th January, 1993. Interviews will be held in London in February.

English Heritage is committed to an equal opportunities policy.

English Heritage

Internal Auditors

£25-33,000
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Our client is a highly successful UK company achieving a multi-million pound turnover. Having recently undertaken a re-assessment of its business divisions they are looking to develop an enhanced and highly motivated audit team to play a major role in the management and control of the newly structured organisation.

They now wish to speak to a number of young ambitious accountants, preferably with some EDP and/or engineering knowledge, with a view to strengthening the existing team. Further training in EDP auditing techniques will be actively encouraged where necessary.

The successful candidates will report to a senior management team and should possess a high level of business acumen, strong personalities and the ability to communicate effectively at all levels.

The company operates a policy of equal opportunities.

In the first instance please forward a Curriculum Vitae including salary details and quoting reference number HC295 to Hunter Campbell, 1 Prince of Wales Passage, 117 Hampstead Road, London NW1 3EE. All applications will be treated in the strictest confidence.

Hunter Campbell

AN ENERGETIC AND WIDELY EXPERIENCED INTERNATIONAL FINANCE DIRECTOR

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Please write to Box A675, Financial Times, One Southwark Bridge, London SE1 9HL

FINANCIAL DIRECTOR

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The above position, in a successful but demanding company, carries an attractive salary and benefit package. Assistance to re-locate will be provided where appropriate.

Applications with a detailed C.V. should be forwarded to: Box A668, Financial Times, One Southwark Bridge, London SE1 9HL

DC7 CORP TAX PARTNER DESIGNATE

West of Scotland
Medium sized firm seeks big + Corporate Tax Manager for Partner Designate role.

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West of Scotland
MBO based Practice seeks Senior Supervisor to be involved in client planning for a varied portfolio of clients. Full training and support given.

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Up to £35K + Car
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St James's Park

London SW1

Our client is a well respected investment and financial management organisation dealing predominantly with all aspects of the financial affairs of high quality private clients and their trusts.

On the retirement of the present taxation manager, the company is seeking a replacement. The ideal candidate for this challenging post will be aged at least 35, ACA and/or ATII qualified, and be currently responsible for a private client tax portfolio. In addition to taxation work, he or she will also be expected to assist with the administration of clients' financial affairs, including insurance. It is intended that the position will further be developed to include aspects of compliance with financial services regulations.

An attractive remuneration package is offered, matching ability and experience. Please send a CV, including salary progression, to Kathryn Johnstone at the address below.

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INTERNATIONAL MANAGEMENT CONSULTANCY

FINANCIAL CONTROLLER LONDON c.35K

Our client, a leading international management consultancy, with a U.K. turnover of £12 million, 200 staff in three locations and a steady growth record, is looking for a financial controller to steer the company through the next phase of expansion. Reporting to the European Financial Director, with the backup of an existing accounting team of six, the successful applicant will:

- be a graduate
- be qualified ACA or ICMA
- have three years post qualification experience
- be aged 28-38
- have experience of installing MIS and computer systems
- be a good communicator and delegator
- enjoy challenges and change management

Career prospects within this successful and innovative company are excellent.

For further details please contact our consultant, Jane Crosthwaite, on 071 581 2977 or fax 071 581 1766. No. 2, Cromwell Place, London SW1 2JE.

ADVISORS - UKRAINE

RH&H Consult is seeking two well-qualified experienced candidates to provide assistance in the elaboration of legislation in the areas of accounting and auditing in Ukraine. Both should have good knowledge of accounting laws, implementation and practices in the EC and its member states. Experience in the drafting of accounting and auditing legislation would be an asset.

EC or Eastern Europe/former USSR nationals only. Only successful candidates will be contacted. Please urgently and not later than 25 January fax detailed CV attn: Lars Jepsen.

RH&H CONSULT

RIMBOLL HANNESEN & HOJLUND AS

Bredvej 2, DK-2630 Virum, Fax: +45 45 83 13 05

RH&H Consult is a major Danish consulting company. Activities include assistance to financial sector, privatisation and investment promotion in former centrally-planned countries.

UNIVERSITY OF WARWICK

FINANCE OFFICER

Applications are invited for the post of Finance Officer, which will fall vacant from the Summer 1993 on the retirement of Mr C Brumfitt. The post carries responsibility for all financial management and accounting in the University and a proven record of ability in these areas at a senior level is a requirement. A degree or professional qualification would be an advantage.

Salary will be at an appropriate point in the Grade 6 (professional) range, but will be not less than £240k.

Application forms (returnable by 5 February 1993) and further particulars from the Personnel Office, University of Warwick, Coventry CV4 7AL (telephone 0203 252627) quoting Ref 24/AB/92/77 (please mark clearly on envelope).

AN EQUAL OPPORTUNITIES EMPLOYER

NEW DEVELOPMENT BUDAPEST

Financial Controller

International Quick Service Restaurant company with offices in Budapest seeks to engage a financial controller, based in Budapest, to join in the future development of the company and franchise system. Candidate qualifications:

- Min 5 years qualification plus International accounting practice experience
- English fluent, German/ Hungarian preferred
- Competent knowledge of cash management/cash flow
- Computer literate, knowledge of spreadsheet

Please send CV and salary history to: Box A667, Financial Times, One Southwark Bridge, London SE1 9HL

SENIOR CLERK - ACCOUNTS DEPT

A major Italian Bank wishes to expand its Accounts Department. The successful candidate should have previous experience in Accountancy. A good knowledge of Italian would prove most useful.

For further details please write to Box A682, Financial Times, One Southwark Bridge, London SE1 9HL.

FINANCE DIRECTOR Nigeria

Our client, an important international holding company, has extensive operations in Nigeria spanning trading and distribution, metal products manufacturing, packaging materials, food processing, brewing, systems consultancy and oilfield services. Significant growth and profitability have been achieved by concentration on businesses with high potential and through expansion both organically and by acquisition. The company has prided itself on its ability to develop and nurture an able management team and promotion has now led to the need to recruit an experienced Finance Director.

This is a demanding role requiring a qualified accountant, around forty, who has already acquired experience in a senior financial position in an international group where strong financial controls and effective management and financial reporting systems are the norm and who, preferably, has worked with one of the major international accounting practices. The incumbent will provide essential financial support to the Group Chief Executive and operating company managements, will oversee the treasury function, will help steer the Group's relations with the banks and will be expected to make a contribution, as a key member of senior management, to the strategic direction of the businesses and the future objectives of the Group. This position, reporting to the Group Chief Executive, will be Lagos based.

The company will offer a very attractive remuneration and benefits package. Applications are invited from high calibre financial specialists, who are Nigerian nationals or of English speaking West African origin, and should be addressed, in confidence, to the Group's advisors:

MADAR

2 The Courtyard, Smith Street, London SW3 4EE.
The Management Selection Division of Dennis & Gemmill International Limited

Divisional Financial Controller

Quoted PLC - Chemicals North West c.£40,000 + Bonus + Car

An outstanding opportunity for an energetic, enthusiastic, high calibre, commercially orientated accountant to join the management team of this expanding Division.

THE ORGANISATION

- ◆ Division of a quoted Chemicals group specialising in the manufacture, sale and distribution of chemicals on a world-wide basis.
- ◆ Important operations in the UK, USA and Europe.
- ◆ Excellent potential for future growth.

FINANCE DIRECTOR

Surrey

c.£35,000 + car

Our clients are an autonomous subsidiary of a large diverse British Group. They were established a few years ago to exploit an emerging market, providing a range of services to industrial/commercial customers. The growth to date has been impressive but they see potential for substantial further expansion. The management structure is being strengthened to accommodate this expansion and this new appointment is part of that process. The job carries responsibility for a small department operating computer-based systems but an important aspect will be to maintain a proper balance between these resources and the changing demands on the finance function. The person appointed must, therefore, combine a hands-on approach with a broad commercial outlook that will enable him/her to play a full part in the development of the company. Applicants must be qualified accountants with experience in an operational environment that has involved the management of change. Age indicator - early 30's.

Ref: 1736/FT. Send CV (with current salary and day time telephone number) or write or phone for an application form to R A Phillips ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB. Tel: (071) 493 0156. (24 hours).

Phillips & Carpenter

Selection Consultants

FINANCE AND ADMINISTRATION DIRECTOR

c. £30,000 + car and benefits

Central London

Our client is the very successful Trade Association for a major manufacturing industry. As a non-profit making organisation it depends mainly upon membership subscriptions and income derived from the sale of publications, as well as the organisation of courses, conferences and exhibitions. Member companies expect to see their association run as a 'tight ship'.

The role of Finance and Administration Director is very influential and will play an increasingly important part in the growth and development of the association.

Candidates, preferably chartered accountants aged 40-55 years, must have managed a finance and company secretarial function in a manufacturing industry, and be highly computer literate. The selected candidate will be accustomed to doing most of his/her work personally but will also have to motivate a small team which includes office services personnel.

Attractive benefits include an executive car, medical and life insurance and a contributory pension scheme.

Please send your career details, together with a day time telephone number, to Richard Brasher, at the address below.

MKA MANAGEMENT CONSULTING LIMITED
Tectonic Place, Holypot Road,
Holypot, Maidenhead, Berks SL6 2YE
Telephone: (0628) 798015
Fax: (0628) 798138



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You've achieved much in your insurance career so far, gaining in-depth knowledge and a clear commercial focus. But those skills which have served your career well to date can be enhanced still further in management consultancy. At Coopers & Lybrand, we offer exceptional individuals the chance to develop their skills and fulfil their potential in a broader context.

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Coopers & Lybrand is acknowledged worldwide as a leading management consultancy and accountancy firm. Join our Financial Services arm and you will be part of an established and highly specialised insurance team, advising clients on a range of strategic financial and systems-related issues in what continues to be an increasingly competitive marketplace.

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the strategy of blue-chip clients at senior management level. Operating anywhere in the UK or overseas, you will use your personal experience and initiative to take key decisions and carry through their implementation.

As well as good analytical and problem-solving skills, you will have the ability to communicate your findings clearly and succinctly. Probably aged 25-35, energetic and determined, you must be able to establish immediate credibility among senior client management.

In return, you will enjoy excellent career prospects, an impressive remuneration package and individually-tailored training. Above all, you will have the opportunity to prove your worth in an environment that is both challenging and enjoyable.

If you believe you can add to the strength of our team, please write with full career details to Jean Richardson, Coopers & Lybrand, Plumtree Court, London EC4A 4HT. Please quote reference FT032.

Coopers & Lybrand

Solutions
for Business

Audit Manager

Europe Middle East Latin America

BRUSSELS

£45,000
PLUS CAR

Our client, with worldwide sales in excess of \$22 billion, is a US multinational with a diverse product range spanning middle to high technologies. Each individual business area boasts a history of market leadership.

Due to internal promotion, the need has now arisen to appoint an outstanding individual to join the regional audit team based in Brussels. Activity extends beyond Europe to the Middle East and Latin America and encompasses over 90 manufacturing and distribution units with combined revenues in excess of \$4.5 billion. Reporting to the Regional Audit Manager, you will be responsible for supervising professionals in the conduct of financial and operational audits as well as assisting in the management of the European regional office including budgeting, training and recruiting.

A graduate Chartered Accountant, probably between 30 and 35 years of age, you must have a minimum of five years' post qualification experience, preferably including some line management exposure. You must be comfortable communicating at the highest management levels, both in English and at least one other European language.

You must be willing to travel (40% content) and be actively interested in pursuing a post-audit career which may not initially be UK based. Promotion will be rapid and the rewards outstanding for those candidates who can combine an international spirit with a highly developed commercial, results-orientated nature.

Interested applicants should write to Rod Bailey enclosing a detailed CV at Nicholson International, Search and Selection Consultants, Africa House, 64/78 Kingsway, London WC2B 6AH, quoting reference number 9721 or fax your details on 071-404 8128, or telephone 071-404 5501 for an initial discussion.



NICHOLSON
INTERNATIONAL

Vous faites partie d'un accord publicitaire avec les ECHOS le quotidien économique le plus important en France. Dans la rubrique "Offres d'emploi internationales", une annonce conjointe dans la FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les annonces paraissent dans les Echos le mardi et dans le Financial Times le mercredi ou le jeudi (le vendredi dans l'édition internationale du Financial Times). Pour de plus amples renseignements, veuillez contacter:

CLARE PEASINELL 071 873 4027

FINANCIAL TIMES
LONDON'S BUSINESS NEWSPAPER

Finance Manager

c.£35,000 + Benefits

We are a successful young company providing technical services to manufacturers of electrical & electronic equipment. Despite the recession, we envisage a continuation of the rapid growth experienced to date and have now created a new position of Finance Manager to complement the existing management team.

The Finance Manager will take over responsibility for the existing accounting function as well as responsibility for financial planning and strategy. The position will also have responsibility for the development of information technology systems and certain aspects of personnel development.

The ideal candidate would be a Chartered Accountant with experience of financial planning for rapidly growing companies and the ability to apply a broad business perspective to financial decisions. A degree in a technical subject or a knowledge of the electronics industry would also be of assistance.

Please send C.V. to Box A669, Financial Times,

1 Southwark Bridge, London SE1 9HL

After another year of significant growth my client, the autonomous UK subsidiary of an international leader in its niche FMCG marketplace, wishes to maintain the strength of its senior management team by appointing an energetic, ambitious Director of Finance, following the promotion of the current postholder. With a turnover of £25M and a staff of 250 employed at three sites, the company has established itself as one of the most profitable in the group and is committed to further increasing its substantial market share. Reporting to the Managing Director, the primary responsibilities will be to further develop the services supporting operational activities and contributing to the achievement of the long term business objectives. Probably aged mid-thirties and professionally qualified, you will demonstrate a successful track record of leadership and management in a dynamic and challenging FMCG environment.

If you feel you have the self-motivation, ambition and enthusiasm and relish the thought of further career advancement please send your CV to Mr. J.H. Thompson, Hoggett Bowers plc, 1 Derby Road, Fulwood, PRESTON, PR2 4J, quoting Ref: M27007/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and representation throughout EUROPE

DIVISIONAL FINANCIAL CONTROLLER

NORTH WEST

TO £37,500 P.A. PLUS CAR

This newly created role is part of the ongoing development strategy of this highly respected £600 million turnover PLC. This Division has recently completed two significant acquisitions including a European operation which will take the Division's turnover close to £200 million. The appointment of a Divisional Financial Controller to support the management of the Division is key to the successful integration of the acquisitions and delivery of the business plan.

The successful candidate will report to the Divisional Managing Director with functional reporting to the Financial Director and will be responsible for all financial management activities within the Division from providing leadership and guidance to operating company accounting staff through to the monthly consolidation of results and management reporting. The role will have some international content with overseas contracts and a company in Europe. Candidates, preferably aged 32-42, will be qualified Accountants and must have Financial Management experience in the construction industry. Exposure to systems development would be an advantage as would a second European language.

Apply in confidence by sending a detailed CV quoting reference number 634 to: Staniforth-Endsor & Partners Limited, 3 The Courtyard, Ashley Road, Hale, Cheshire WA14 3NG. Telephone: 061 929 1481. Fax: 061 929 8098.

**STANIFORTH-ENDSOR
& Partners Ltd**

CONSULTANTS IN ORGANISATIONAL COMPETITIVENESS

Practice Manager Legal Profession

Home Counties

£Neg

Our client is a leading firm of solicitors which provides a wide range of legal services, based principally on corporate, litigation and property work.

Central to the firm's development is the appointment of a financially orientated Practice Manager who will take responsibility for the effective management of the accounts and administration functions throughout the organisation. The successful candidate will also be a member of the Management Committee.

Reporting to the Managing Partner, you will be a qualified accountant, ideally with experience of managing the accounts and administration functions in a dynamic and professional environment. This experience will be supported by evidence of computer systems knowledge and the strong financial and analytical skills necessary to run a growing business.

In the first instance, please send your CV to Ann Heather or Chris Denington at International House, 7 High Street, Ealing, London W5 5DB. Alternatively, call them on 081 566 5900.

Grant Thornton
MANAGEMENT CONSULTANTS

The UK member firm of Grant Thornton International

**MORGAN
GRENFELL**

TAX ADVISER - CORPORATE FINANCE DIVISION

c.£35,000 + Banking Benefits

Morgan Grenfell, the London-based international merchant banking and investment management group, is one of the City's leading financial institutions.

It wishes to recruit an Executive to join a small, dedicated team providing tax advice on a wide range of transactions and products. The work covers:

- M&A transactions e.g. mergers, de-mergers
- UK Capital Gains Tax planning
- Structuring transactions and some international tax planning.

The tax team is located within the Corporate Finance division and the majority of advice is given alongside members of this division involved in mergers and acquisitions and other potential transactions, but support is also provided.



Interested candidates should send a full CV to Mike Beaumont or Tony Jackson at the address below. Alternatively, call them on 071 353 5606 during office hours or 081 948 2330/071 350 2132 evenings/weekends.

BEAMENT LESLIE THOMAS RECRUITMENT CONSULTANCY LIMITED

SUITE 62, LUDGATE HOUSE, 107-111 FLEET STREET, LONDON EC4A 2AB

071 353 5606

FINANCE DIRECTOR Expanding Retail Group

London

c.£45,000 + car + benefits

This expanding retail group has a turnover in excess of £20m and operates branches nationwide. A self-motivated, commercially orientated Finance Director with a successful track record in a multi-site retail environment is required to complete the executive team. Reporting to the Managing Director, key responsibilities will include strategic planning, budgeting and cash management.

THE CANDIDATE

Qualified Professional Accountant with a successful track record in a multi-site retail environment. Highly motivated, commercially astute with an emphasis on the bottom line. Experience of implementing an IT/EPOS programme.

THE ROLE

Appraise existing finance function implementing change where necessary. Develop and implement financial systems for reporting and analysing the results of all branches. Advise on margins/sales mix to maximise profitability. Appraise existing reporting procedures, implementing change where necessary. To control costs and capital expenditure through development of short-term forecasting.

Please apply in writing, enclosing full CV to:
BOX A674, Financial Times, 1 Southwark Bridge Road, London SE1 9HL

COMMODITIES AND AGRICULTURE

Russian contractor likely for Siberian copper project

By Leyla Boultin in Moscow

RUSSIA'S BIGGEST copper deposit, at Udekan in eastern Siberia, is expected to be awarded on Monday to a group of Russian enterprises as part of the government's attempts to help its ailing industrial plants find new business.

Only two companies finally submitted proposals in an international tender to draw up a feasibility study for the project after six large western mining companies dropped out of the race citing either a lack of time to prepare properly or complaining about the content of the copper.

The two remaining contenders were Australia's BHP and the Udekan Mining Company, which is considered the Russian participant in spite of being half-owned by two little known foreign companies.

UMC is backed by a group of Russian industrial plants which want to provide the

equipment for the \$1bn development. It is almost certain to win, given the Russian government's desire to help factories switch from military production to civilian output and a market system.

UMC's lack of experience of a big mining project is being compensated for by advice from Fluor Daniel, the San Francisco-based mining consultancy, which has already submitted a detailed feasibility study for the project.

Under Fluor Daniel's proposals, the project would be financed through a combination of fund-raising by a New York investment bank, copper concentrate sales to China, and export credit guarantees to finance imports of machinery from the West.

Under the terms of a tentative contract, UMC has arranged to sell 200,000 tonnes of concentrate from the mine once it comes on stream around 1997, to China's

National Non-Ferrous Metals Company. Under the 25-year agreement, China, which is connected to Udekan by the Baikal-Amur Railway, would in turn dispatch the concentrate to smelters which it will build specially to cope with the concentrate's high sulphur content. The resulting copper will be used within China or re-exported.

In keeping with UMC's original purpose, the bulk of equipment to build the mine and accompanying infrastructure is to be produced by more than a dozen Russian companies plus Belaz, the Belarusian vehicles producer, all grouped in a consortium led by Uralmash, the Urals heavy engineering plant.

The tender committee was due to produce its recommendations on the competing proposals today, leaving the final decision to be taken by the Russian president and government. The winner is expected to be announced on Monday.

Iron ore groups in Australia and Brazil cut prices to EC, Japan

By Bill Hinchberger in Sao Paulo and Kenneth Gooding in London

IRON ORE producers in Brazil and Australia have been forced for the second successive year to cut prices at the end of the annual round of contracts talks with steel customers in Europe and Japan.

Companhia Vale do Rio Doce, the Brazilian state-controlled company that is the world's leading exporter of iron ore, has cut the price of its exports to German steel producers by 10 to 12 per cent.

CVRD suggested this would set the pattern for its prices for the rest of Europe - where Germany is the group's biggest customer - and for agreements with Japanese and South Korean steel companies when contracts were renegotiated in April and May.

Following CVRD's lead, Hamersley Iron of Australia, owned by CRA, cut 11 per cent

from the prices of fines ore for delivery to Japanese steel mills and 9 per cent from lump ore.

Robe River, part of North Broken Hill, another Australian natural resources group, agreed a cut of 12.79 per cent with steel customers in Europe and Japan.

CVRD revealed that the German accord contained a price reduction for pellets to \$28 a tonne, down from \$31. High grade sinter material from the Carajás site, will go for \$18.15 per tonne instead of the previous \$20.65 while southern sinter will be priced at \$16.90 a tonne, down from \$19.

A CVRD official noted that the price reductions marked the continuation of a trend starting last year, when prices fell by 7 per cent for pellets and by nearly 5 per cent for sinter. Lower demand, reflecting the world recession and its manifestations in the steel sector, is primarily responsible for the price falls, which reversed an upward

trend that had started in 1989.

Germany consumes about 13 per cent of Brazilian exports, roughly the same as South Korea. Japan is the most important market for CVRD's iron ore.

CVRD's output of iron ore declined last year to 86.8 million tonnes, of which 60.4m was exported. In 1991, the company produced 93.6m tonnes, of which 66.8m was shipped abroad.

Mr Rod Kinhead-Weekes, Hamersley's managing director for sales and marketing said: "Since 1988 the same fines price changes have applied to Australia and Brazil and to have departed from the 11 to 12 per cent price cuts already agreed by the Brazilians in Europe would have compromised our competitiveness." He said Hamersley was likely to ship more iron ore to Japan than in 1992 since Japanese crude steel production was expected to rise slightly.

The first to use the company's patented process to convert iron ore into iron carbide using natural gas.

The iron carbide plant will be fired by locally produced natural gas, and will be located at the Point Lisas industrial complex in south central Trinidad. Unlike his predecessor, who was planning to consolidate

iron carbide per year, and that the material will be exported to the US for use in the company's steel mills.

Construction of the plant will begin in the first quarter of this year, with production scheduled to start in the last quarter of next year. Nucor says the Trinidad plant will be

the first to use the company's patented process to convert iron ore into iron carbide using natural gas.

The iron carbide plant will be fired by locally produced natural gas, and will be located at the Point Lisas industrial complex in south central Trinidad. Unlike his predecessor, who was planning to consolidate

Trinidad to gain \$60m iron carbide plant

By Canute James in Kingston, Jamaica

A US company is building a \$60m plant in Trinidad to produce iron carbide from iron ore imported from Brazil.

The Nucor Corporation of North Carolina says the plant will produce 320,000 tonnes of

iron carbide per year, and that the material will be exported to the US for use in the company's steel mills.

Construction of the plant will begin in the first quarter of this year, with production scheduled to start in the last quarter of next year. Nucor says the Trinidad plant will be

MARKET REPORT

The GOLD price moved higher in early trading at the London bullion market yesterday in a somewhat confused response to news of heavy sales from Dutch reserves. But after being fixed at \$328.20 a troy ounce in the morning the price headed back towards recent the seven-year low as central bank lending "pushed the market back into perspective", in the words of one trader. It was fixed in the afternoon at \$327.65 an ounce and closed at \$327.55, up 10 cents on the day. In an otherwise quiet day at the London Metal Exchange ZINC prices moved

London Markets

SPOT MARKETS

	Crude oil (per barrel FOB) [Feb]	+ or -
Dubai	\$16.05-5.10	
Brent Blend (dated)	\$16.90-7.00 + .075	
Brent Blend (Mar)	\$17.20-7.25	-2
W.T.I. (1st est)	\$18.55-8.60	

Oil products

	(NWE) prompt delivery per tonne CIF	+ or -
Promotional Gasoline	\$163-165	
Gas Oil	\$165-170 -2	
Heavy Fuel Oil	\$71-73 -1	
Naphtha	\$177-179	

Petroleum Argus Estimates

Other

Gold (per troy oz)

Silver (per troy oz)

Platinum (per troy oz)

Palladium (per troy oz)

Copper (US Producer)

Lead (US Producer)

Tin (Kuala Lumpur market)

New York

Zinc (US Prime Western)

Turnover

Castile (live weight)

Sheep (live weight)

Pigs (live weight)

London daily sugar (raw)

London daily sugar (white)

Tate and Lyle export price

Berkey (English head)

Mazira (US 3 yellow)

Meize (US 1 white)

Wheat (US Dark Northern) Unq

Rubber (Felt)

Rubber (Marl)

Rubber (KL RSS No 1 Jan)

Coconut oil (Philippines)

Palm Oil (Malaysia)

Copra (Philippines)

Coconut oil (US)

Cotton "A" (raw)

Woolflops (84% Super)

350p

E a tonne unless otherwise stated. p=per cent, c-cents/lb, r-ringgit/kg, Y-Yuan/Apr u-Feb, £-Aug, w-Dec/Jan, z-Jan/Mar, £-London physical, S-Singapore, C-Canada, D-Denmark, F-France, G-Germany, I-Italy, L-Luxembourg, M-Monday, P-Portugal, R-Russia, T-Turkey, U-U.S. dollar, V-Venezuela, X-Xmas, Y-Yuan, Z-Zimbabwe, *-change from a week ago, previous prices

up quite sharply in relatively light trading. As traders covered earlier short sales the three months price moved up to a five-week high of \$1,101 a tonne, but by the close it was a back to \$1,195.75, up \$21 on the day, and it lost more ground in after-hours trading. The slide in NICKEL prices continued as investment fund selling pushed the three months price down another \$11.75 to \$6,905 a tonne. At the London Futures and Options Exchange COCOA prices continued to edge higher amid chart-inspired buying.

Compiled from Reuters

SUGAR - London FOX (\$ per tonne)

Close Previous High/Low

Mar 191.60 190.00 188.20

White Close Previous High/Low

Mar 250.20 251.00 250.00 222.00

May 254.00 252.40 252.20 232.30

Aug 259.20 257.40 257.20 227.50

Oct 249.50 245.00 243.20 230.00

Turnover 91 (37) lots of 20 tonnes.

COFFEE - London FOX (\$ per tonne)

Close Previous High/Low

Jan 1014 1005 1010 995

May 984 967 999 961

May 969 975 981 964

Jul 958 968 973 955

Sept 976 972 972 967

Oct 976 972 972 967

Nov 976 972 972 967

Dec 976 972 972 967

Turnover 10 (1) lots of 10 tonnes.

COKE OIL - IPE (\$/barrel)

Latest Previous High/Low

Feb 17.19 17.08 17.20 16.99

Mar 17.19 17.08 17.20 16.99

Apr 17.49 17.35 17.54 17.31

May 17.59 17.53 17.64 17.48

Jun 17.72 17.57 17.73 17.58

Jul 17.83 17.68 17.80 17.69

Sept 17.11 17.27

Turnover 142 (20) lots of 20 tonnes.

GAS OIL - IPE (\$/barrel)

Latest Previous High/Low

Feb 163.00 165.50 165.25 162.50

Mar 164.00 165.50 165.25 162.50

Apr 163.75 164.75 165.00 162.25

May 163.50 164.50 164.50 162.75

Jun 163.50 164.25 165.00 162.75

July 163.00 164.25 165.00 162.75

Sept 163.00 163.50 163.50 162.50</

SET MANAGED FUNDS SERVICE

Offer + or Yield

FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available from FT Cityline. For further details call (071) 925 2128.

Unit Trust	Ref. Price	Offer + or -	Yield	Tid	Unit Trust	Ref. Price	Offer + or -	Yield	Tid	Unit Trust	Ref. Price	Offer + or -	Yield	Tid	Unit Trust	Ref. Price	Offer + or -	Yield	Tid	Unit Trust	Ref. Price	Offer + or -	Yield	Tid
Sharp (Albert E.) & Co C1000Y	100.00	-0.00	-0.00		Whitingsdale Unit Trust Ltd (08310)	100.00	-0.00	-0.00		AEGON Life Assurance Co (UK) Ltd	100.00	-0.00	-0.00		Crown Financial Management Ltd-Cust	100.00	-0.00	-0.00		Guardian Royal Exchange - Cust	100.00	-0.00	-0.00	
Kodialic 3 Estates Rd Nettow	100.00	-0.00	-0.00		2 Honey Lane, London EC2V 7EP 071-530 8000	100.00	-0.00	-0.00		Centaur Assurance Ltd-Cust	100.00	-0.00	-0.00		Legal & General - Cust	100.00	-0.00	-0.00		NM Life Assurance Ltd	100.00	-0.00	-0.00	
Empirelife 6227 2200	100.00	-0.00	-0.00		2 Honey Lane, London EC2V 7EP 071-530 8000	100.00	-0.00	-0.00		Individual Pension Fund Ltd	100.00	-0.00	-0.00		Enterprise House, Portman	100.00	-0.00	-0.00		070 827773	100.00	-0.00	-0.00	
First Direct & Co	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Society	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Postal Savings -	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Capital Growth	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
UK Central	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Sheppards Unit Trust Mgmt Ltd C1000P	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		International Trust	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
A White Hart Yard, London Bridge SE1	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Global Inv.	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Global Inv.	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
PAI Mutual Fund Inv.	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
PAI Mutual Fund Inv.	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Singer & Friedlander Ut Mgmt Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
PO Box 204, Beckenham, BR3 4TF	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Smaller Cos	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Smith & Williamson Ut Mgmt Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
1st Eng Inv Inv.	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
1st Eng Inv Inv.	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Other UK Unit Trusts					Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (1000P)	100.00	-0.00	-0.00		Shuttleworth Ltd (08311)	100.00	-0.00	-0.00		Investment Fund	100.00	-0.00	-0.00		Do It Yourself	100.00	-0.00	-0.00		Elite Assets Ltd	100.00	-0.00	-0.00	
Baillie Gifford & Co Ltd (

ET MANAGED FUNDS SERVICE •

ET MANAGED FUNDS SERVICE • Current Unit Trust prices are available from ET Cityline 131-111.

FINANCIAL TIMES FRIDAY JANUARY 15 1993

FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available from FT Cityline. For further details call (071) 925 2128.

AUSTRIA

WORLD STOCK MARKETS																	
AUSTRIA																	
January 14	Sch.	+ or -	FRANCE (continued)														
Austrian Airlines	1,410	-55	Bouygues	562	+18	CGIP	952	+15	Deutsche Bank	1,040	+10	Deutsche Bank	158,80	+20	Carrefour	2,305	+5
Habilitatst Pf.	420	-55	Canal+	1,040	+10	Cap Gemini S	158,80	+20	Deutsche Bank	630,50	+10	Alko	156,50	+10	Carrefour	1,200	+5
Generali	3,005	+5	Dekra	675	+5	Perrieres Zahlen	1,085	+5	Deutsche Bank	630,50	+10	AMEV Dep Recs	1,020	+10	Carrefour	2,305	+5
Deutsche	600	+5	Deradek	680	+5	Perrieres Zahlen	1,085	+5	Deutsche Bank	630,50	+10	Perrieres Zahlen	1,020	+10	Carrefour	1,200	+5
Reinhardt Brue	900	-10	Ernst & Young	1,085	+5	Ernst & Young	1,085	+5	Deutsche Bank	630,50	+10	Perrieres Zahlen	1,020	+10	Carrefour	2,305	+5
Step Delmar	200	-10	Festiva	1,085	+5	Verleger Magnes	225	+5	Ernst & Young	1,085	+5	Ernst & Young	1,020	+10	Carrefour	1,200	+5
Verleger Magnes	225	+5	Verleger	1,085	+5	Verleger	1,085	+5	Ernst & Young	1,020	+10	Ernst & Young	1,020	+10	Carrefour	2,305	+5
Verband (Br)	182	+5	Verband	1,085	+5	Verleger	1,085	+5	Ernst & Young	1,020	+10	Ernst & Young	1,020	+10	Carrefour	1,200	+5
Wiesnerberg	2,917	+1	Viena Int Airport	449	+1	Verleger	1,085	+5	Verleger	1,020	+10	Verleger	1,020	+10	Carrefour	2,305	+5
Z-Landerbank	1,095	-5	Kopernik Int	526	+1	Kopernik Int	580	+1	Gottschalk (Th)	570	+20	Gottschalk (Th)	570	+20	Gottschalk (Th)	570	+20
BELGIUM/LUXEMBOURG																	
January 14	Frl.	+ or -	Credit Local Fr.	2,210	+5	Credit Local Fr.	331,40	+40	Credit National	3,360	+15	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
AG Group	2,210	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
Ackermann	1,050	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
Almanzi	5,050	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
Arbed	1,870	+30	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
Banca Int	3,275	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
Banca Natl Bel	11,500	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
Belcart	13,850	+75	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
CRK Clement	8,300	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	4,350	+20	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,570	+5	Deutsche Bok	331,40	+40	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10	Deutsche Bok	1,040	+10
GRK Clement	1,																

3:15 pm January 14

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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NYSE COMPOSITE PRICES

1992-93										1993																	
High Low Stock			Div % E 100% High			Close Prev.			High Low Stock			Div % E 100% High			Close Prev.			High Low Stock									
Yld	Pt	Stk	Yld	Pt	Stk	Yld	Pt	Stk	Yld	Pt	Stk	Yld	Pt	Stk	Yld	Pt	Stk	Yld	Pt	Stk							
46 3413 Sodastream	x	0.02	2.3	8822000	34	54	34	4	14	25	19	Texas Ind	0.20	0.036	22	24	24	24	71	0.03 VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
1713 1325 Sodastream	0.52	37	27	27	15	15	52	30	30	30	30	Fuchs Ing	0.72	1.185825	5.05	54	56	55	37	15	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05
64 722 Sodastream	0.34	43	21	21	15	15	52	30	30	30	30	Texas Pac	0.40	2.4	31	30	17	17	37	15	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05
24 1333 Sodastream	0.45	43	21	21	15	15	52	30	30	30	30	Therma	0.40	1.142200	42	42	42	42	38	24	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05
1479 1479 Sodastream	1.40	21	87	87	21	21	52	30	30	30	30	Therma	1.10	1.1510	44	44	44	44	38	24	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05
334 2155 Segull Ent	0.52	22	100	100	22	22	52	30	30	30	30	Telxon	1.12	2.112228	44	44	44	44	38	24	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05
203 2032 Segull Ent	0.52	22	100	100	22	22	52	30	30	30	30	Telxon	1.24	1.1524	44	44	44	44	38	24	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05
23 1245 SFR Corp	0.40	23	12	12	21	21	52	30	30	30	30	Therma	2.45	4	4	4	4	29	24	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
49 37 Seven West	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
104 104 SFR Corp	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
104 104 SFR Corp	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
104 104 SFR Corp	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
104 104 SFR Corp	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
104 104 SFR Corp	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
104 104 SFR Corp	0.02	41	21	21	47	47	47	47	47	47	47	Therma	0.25	2	21	21	21	21	17	VtCAREP00	5.00	7.8	+100	0.05	0.05	0.05	
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AMERICA

Growth stock focus eases Dow's decline

Wall Street

BLUE CHIPS once again lagged behind the broader market as demand for technology and small-cap stocks helped to offset earnings disappointments elsewhere, writes Patrick Harwood in New York.

At 1pm, the Dow Jones Industrial Average was down 6.75 at 2,256.81. The more broadly based Standard & Poor's 500 was up 0.41 at 433.44, while the Amex composite was up 1.57 at 401.13. The Nasdaq composite, up 5.62 at 892.40, was in record territory once again. Trading volume on the NYSE was 157m shares by 1pm.

News of a 52,000 rise in weekly jobless claims surprised the market, because the drop reversed the recent trend for improving job market conditions. This was offset by better news on retail sales, which rose 1.2 per cent in December. There was also good news on inflation, with the labor department announcing that producer prices advanced just 0.2 per cent last month.

With many investors still apprehensive about the immediate outlook for stock prices and willing to wait until the quarterly reporting season is over, leading issues remained

locked in a narrow range.

Leading indices were pulled in different directions by a big loss in JP Morgan on disappointing figures and a solid rise in some big technology issues which reported stronger-than-expected earnings.

JP Morgan dropped \$3 to

\$61.76 in volume of 1.3m shares

profits reached \$181m, up from \$126m a year earlier.

Digital Equipment were also in favour, soaring \$6.4 to \$41 in volume of 3.2m shares on the news that the computer group's fiscal second quarter losses narrowed to \$73.8m.

down from a figure of \$155.2m a year ago.

The DAX index added 7.24 to 1,523.74 as German market turnover fell from DM4.3bn to DM3.7bn.

Volkswagen, which had hit DM254.40 in late trading on Wednesday, recovered to close at DM254.40, 90 pfq higher on the official session. Mr Michael Geiger of NatWest Securities said that spending cuts announced on Wednesday were not deep enough and would not produce the savings required to make the shares attractive at this level.

The specialist retailer, Douglas, rose DM15 to DM42.8 on a 7 per cent gain in group turnover for 1992. Allianz showed little reaction to car insurance

losses of 1.1% at \$120m as investors reacted positively to the news that fourth quarter

after reporting that profits rose 11 per cent in the fourth quarter to \$288m, or \$1.48 a share.

Although the net income figure was slightly higher than forecasts, analysts were disappointed with JP Morgan's operating earnings.

Molson A shares rose C\$1 to C\$29.4 on news that Philip Morris's unit, Miller Brewing Co, will buy 20 per cent of Molson Breweries for US\$273m.

TORONTO stocks were steady but slightly off morning highs in active midday trading as the market absorbed a spate of corporate news. The TSE 300 index edged up 1.1 to 3,299.4 in volume of 23.5m shares valued at C\$183.7m. Advances outstripped declines by 223 to 195, with 235 issues unchanged.

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Motorola jumped \$8 to \$120.4 as investors reacted positively to the news that fourth quarter

stocks expected to benefit from growing indications that an economic recovery is under way in the US. In particular, computer and electronics-related sectors drew some buying interest. TDK put on Y10 at Y15.50, Mitsubishi Electric firmed Y2 to Y42 and Matsushita Electric Industrial added Y10 at Y100, but NEC finished Y6 off at Y63.

Producers of Interferon were hit by high volume selling for a second day on news that the Health Ministry wants to limit the drug's prescription for Hepatitis C patients. Sumitomo Chemical fell Y13 to Y48, after losing Y24 the day before, while its specialist trading affiliate Inabata dipped Y10 to Y10.50. Toray Industries added Y10 at Y100, but NEC finished Y6 off at Y63.

Malaysian motor shares were in focus after news that the government had eased financing rules for vehicle purchases.

KUALA LUMPUR matched Singapore's interest in its own motor stocks, Tan Chong, UMW Holdings, Oriental Holdings and Cycle & Carriage Bintang firming between 37 and 60 cents each as the composite index appreciated 5.53 to 619.81.

TAIWAN was encouraged by expectations that parliament would pass legislation today or tomorrow reducing the stock transaction tax. The weighted index advanced 69.63, or 2.2 per cent to 3,297.66 in turnover of Y11.8m.

BOMBAK looked ahead to the February 28 national budget, rather than back at three days of riots, and the BSE index rose 39.11 to 2,459.67.

AUSTRALIA featured Westpac following the resignations of Mr Kerry Packer and another director over a dispute about the bank's restructuring plans. The stock fell 13 cents to A\$2.91 in high volume of 11.3m shares. The All Ordinaries index ended 12.4 higher at 1,507.4, helped by a fall in the December unemployment rate.

HONG KONG retained its impetus from overseas institutional investors, attracted by the colony's still-booming economy and low price/earnings ratios and less nervous over its political outlook than the locals. The Hang Seng index closed 111.42 higher at 5,890.16 for a four-day gain of 6.5 per cent.

Among the most active issues, HSBC finished 50 cents ahead at HK\$80.50, Hang Seng Bank 50 cents up at HK\$86.50 and Hang Seng Bank 50 cents up at HK\$86.50 and Hutchison Whampoa 30

cents higher at HK\$16.50.

SINGAPORE rebounded as investors bought index-linked stocks, the Straits Times Industrial index rising 25.46 to 1,558.40 in volume of 84.46m shares, against 94.85m on Wednesday.

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